

2024/26



Bradford District Safeguarding Children Partnership

Multi Agency Safeguarding Arrangements



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SUMMARY AND INTRODUCTION

The Bradford District Safeguarding Children Partnership (BDSCP) is committed to promoting the welfare of all children, safeguarding them from harm, and supporting them to thrive and fulfil their potential. All children, young people, and their families have the right to be healthy, happy, and safe and to have high aspirations for their future. The BDSCP operates under the Working Together to Safeguard Children 2023 principles and the Children and Social Work Act 2017.

The BDSCP is the overarching structure within which the Children Partnership Executive (CPE), the Oversight and Delivery Group (ODG), and various sub-groups operate. This structure ensures a coordinated and effective approach to safeguarding children in Bradford District.

In the Bradford District, numerous agencies support children and young people by working together to ensure their safety. The original Plan for Multi-Agency Safeguarding Arrangements (MASA) was published in September 2019. This revised version reflects changes and developments since then, adhering to the updated principles in Working Together to Safeguard Children 2023.

Strong, collaborative leadership and timely decision-making are crucial to multi-agency working effectiveness and identifying and addressing system issues. The three safeguarding partners are responsible and accountable for this in their local areas. Safeguarding partners are defined in legislation as follows:

A statutory safeguarding partner in a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act 2017) as

- **The Local Authority.**
- **An Integrated Care Board for an area,**
- **The chief officer of police for an area.**

These three partners, referred to as **Lead Safeguarding Partners (LSPs)**, have a joint and equal duty under the Children Act 2004 Sections 11 and 16E to make arrangements to work together as a team. This collaborative approach is not just a strategy but a shared commitment to safeguard and promote the welfare of all children in the Bradford District. The Bradford District Safeguarding Children Partnership (BDSCP) is the primary mechanism through which these partners, including the Children Partnership Executive, collaborate with other agencies and the broader safeguarding system to ensure effective safeguarding arrangements.

¹The joint functions of the lead safeguarding partners as defined in Working Together 2023 Chapter 2 include:

1. Setting the local safeguarding arrangements' strategic direction, vision, and culture, including agreeing and reviewing shared priorities and the resources required to deliver services effectively.
2. Leading their organisation's contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates accountable for the delivery of agency commitments.
3. Reviewing and signing off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.
4. Providing shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
5. Ensuring multi-agency arrangements have the necessary level of business support, including intelligence and analytical functions, such as an agreed data set providing oversight and a robust understanding of practice.
6. Ensuring all relevant agencies, including education settings, are clear on their role and contribution to multi-agency safeguarding arrangement.

The structure is designed to provide independent scrutiny, challenge the effectiveness of its work, and foster a culture of learning and support for children and young people. This structure also promotes strong locality working, inclusivity, and the early provision of help and support, which are fundamental to our shared vision for the safety and well-being of children and young people in Bradford District

This Plan details how the Bradford District Safeguarding Children Partnership operates and adapts to respond flexibly to a complex, ever-changing agenda. It is not a static document but a living commitment to the safety and well-being of children and young people in the Bradford District. It will be reviewed and refreshed every two years to remain relevant and effective.

The arrangements are underpinned by a BDSCP Business Plan, written against agreed priorities, reviewed regularly, and published annually.

At the heart of these arrangements is a shared commitment from all partners to continuously improve as a system and to work together to keep children and young people safe and enable them to realise their full potential.

¹ Working Together to Safeguard Children – Chapter 2 Page 27

VISION & PRINCIPLES

Our shared vision is for all children and young people in the Bradford District by

“Working together to keep our children safe”

The Bradford District Safeguarding Children Partnership envisions a future where children and young people in Bradford are safe and achieve their full potential, with safeguarding being recognised as everyone’s responsibility. As a safeguarding partnership, we are committed to clearly articulating how we achieve this vision and what it means for our partner organisations, children, young people, their families, and the wider community.

Our statutory responsibilities and obligations further define our vision and shape our priorities. These vision-led priorities align with the strategic direction of the BDSCP Business Plan for 2024-2026.

OUR PRINCIPLES

- The child is always at the centre.
- Keeping children in Bradford safe through effective multi-agency arrangements .
- Delivering a robust and agreed multi-agency approach to the front door.
- Horizon scanning to understand future challenges.
- Foster a learning culture that consistently improves outcomes for children and young people in with national standards and local needs.
- Hearing the voice of children and young people

STRUCTURE & GOVERNANCE ARRANGEMENTS

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements, which are discharged through the Bradford District Safeguarding Children Partnership.

Chapter 2 of *Working Together 2023* outlines the purpose of these local arrangements. The Partnership, as a cornerstone of our governance structure, plays a vital role in holding other partners accountable for their safeguarding responsibilities, both individually and through other Partnership and governance boards. This ensures a robust and secure safeguarding environment.

Strong, collaborative leadership and timely decision-making are crucial to the effectiveness of multi-agency working and identifying and addressing system issues. The three safeguarding partners are responsible and accountable for this in the Bradford District

Within the BDSCP's overall structure, the Children Partnership Executive, the Oversight and Delivery Group (ODG), and the identified Sub-Groups work collaboratively to ensure comprehensive and effective safeguarding practices. These groups function under the BDSCP's umbrella, each contributing to the Partnership's objectives through strategic oversight, operational delivery, and specialised focus areas. This integrated approach ensures that safeguarding efforts are cohesive, well-coordinated, and responsive to the needs of children and families across the Bradford District.

DELIVERING MULTI-AGENCY SAFEGUARDING ARRANGEMENTS

The role of the Delegated Safeguarding Partners (DSPs), as detailed in "Working Together to Safeguard Children 2023", includes several key responsibilities

²Each Lead Safeguarding Partner (LSP) should appoint a **(DSP)** for its agency to ensure effective multi-agency safeguarding arrangements. The DSPs should be named in the arrangements and must meet the following criteria:

² Working together to Safeguard Children 2023 page 29

- **Authority and Decision-Making:** DSPs should be sufficiently senior to speak with authority, take decisions on behalf of the LSP, and hold their sectors to account. While ultimate accountability remains with the LSP, DSPs must have the authority to carry out their functions and ensure the delivery of statutory duties.
- **Quality and Compliance Oversight:** DSPs should oversee the quality and compliance of the delivery of agreed-shared priorities. They should have processes to ensure that multi-agency practices are reviewed and operating well. If issues are identified, DSPs must have the capacity and resources from their agencies to engage, respond, and improve operational systems and practices.
- **Regular Interaction and Communication:** DSPs and LSPs must maintain a consistent and open line of communication. This ensures that the LSPs have sufficient oversight and detail on key topics and issues, enabling them to fulfil their statutory responsibilities. Key decisions impacting arrangements or services should involve the LSPs.
- **Escalation of Risks and Issues:** DSPs play a pivotal role in escalating risks and issues they cannot resolve to the LSPs for resolution. This process ensures clear accountability that strategic decisions are achievable and deliverable, and that progress is driven at all levels. The Delegated Safeguarding Partners (DSPs) are identified in the next section.

These measures ensure that the Bradford District Safeguarding Children Partnership (BDSCP) operates effectively, with clear roles and responsibilities, robust oversight, and a commitment to continuous improvement in safeguarding practices.

BDSCP THREE STATUTORY PARTNERS: CHIEF OFFICERS AND EXECUTIVE LEADERSHIP

Overarching responsibility sits with the chief officers of the statutory partners, who are supported by their executive leads with strategic oversight for safeguarding children in their portfolios. For clarity, the people named are:

	Lead Safeguarding Partner (LSP)	Delegated Safeguarding Lead (DSP)	
The Local Authority: Bradford Metropolitan District Council	Lorraine O`Donnell Chief Executive	Marium Haque Director Children Services	Charlotte Ramsden Chief Executive Children and Families Trust
Police: West Yorkshire Police	John Robins Chief Constable	Richard Padwell Chief Superintendent Bradford District Commander	
Health: NHS West Yorkshire Integrated Care Board	Therese Patten Chief Executive Bradford District Care Trust Place Lead Bradford District & Craven	Phillippa Hubbard Director of Nursing & Quality , Professions & Standards – Bradford District & Craven Health & Care Partnership & BDCFT	

BRADFORD DISTRICT SAFEGUARDING CHILDREN PARTNERSHIP EXECUTIVE GROUP

The Bradford District Safeguarding Children Partnership Executive (CPE) is a flexible and adaptable structure, designed to accommodate the needs of its members. Comprising three statutory partners: the Local Authority, represented by Children's Services and The Bradford Children & Families Trust; West Yorkshire Police; and the Integrated Care Board (ICB), the CPE is open to the Lead Member for Children's Services and the Independent Scrutineer, who are not core members but are free to attend meetings as they deem appropriate. This group will set strategic direction, ensure effective arrangements are in place, agree on funding, and resolve disagreements and escalations.

The CPE meets quarterly and is chaired by one of the nominated delegated safeguarding partners (DSPs)

In addition, our three statutory partners shoulder the responsibility for the following:

- Upholding the vision and values of the Partnership.
- Approving the Annual Report and Business Plan.
- Authorising any amendments to the MASA Plan.
- Reviewing reports from the Independent Scrutineer, and the chairs of the relevant subgroups.
- Ensuring recommendations are implemented.
- Periodically reviewing the scrutiny system to ensure it remains effective.

BRADFORD DISTRICT SAFEGUARDING PARTNERSHIP & SUB GROUPS

Reporting to the Children Partnership Executive is the Oversight and Delivery Group .

In addition , BDSCP will be supported by an Independent Scrutiny Lead, ensuring impartial oversight and robust scrutiny of safeguarding practices.

The BDSCP is committed to multi-disciplinary partnership working to overcome 'silo' working and to deliver effective outcomes and a positive impact on the lives of young people. To achieve this, the BDSCP will work closely with various partnerships, including the Safeguarding Adult Board, Community Safety Partnership, The Wellbeing Board, and the Domestic Abuse and Sexual Violence Board. This collaboration will focus on streamlining services, identifying and addressing service gaps, and reducing overlap.

The Children Partnership Executive retains overall responsibility for statutory objectives and functions; it delegates the detailed analysis and execution of these tasks to the ODG and its associated sub-groups. Each sub-group, operating under its own terms of reference and is directly accountable to and will report its activities at the ODG & CPE main meetings. To ensure effective coordination, all subgroup chairs will be integral members of the ODG.

The following sub groups will support the function of BDSCP:-

- Learning and Improvement ;
- Performance Monitoring, Audit and Evaluation;

- Safeguarding and Professional Practice;
- Neglect;
- Case Review;
- All Age Exploitation (Tri Partnership sub group with BSAB & CSP)

The partnership structure, sub groups and terms of reference can be found on the Safer Bradford Website. [Safer Bradford - Children](#)

Each subgroup will be individually responsible for organising its work and may establish task-and-finish groups to address specific issues. As part of their quarterly update, the subgroups must inform the ODG of any established groups, including their purpose and progress.

OVERSIGHT AND DELIVERY GROUP

The Oversight and Delivery Group (ODG) of the Bradford District Safeguarding Children Partnership (BDSCP) supports the function of the partnership, particularly the Children Partnership Executive . It drives the work of the sub-groups, identifies emerging issues and risks, and promotes continuous improvement. Chaired by a senior strategic partner and comprising key individuals and sub-group chairs, the ODG meets quarterly or as needed to address new issues. It coordinates safeguarding activities, monitors performance, and ensures effective collaboration.

The terms of reference can be found on the Safer Bradford website.

INDEPENDENT SCRUTINEER & ASSURANCE

The Bradford District Safeguarding Children Partnership (BDSCP) operates under the structure of an Independent Scrutineer, a role critical to the impartial scrutiny of our safeguarding arrangements. The scrutineer provides additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in the local area. The Independent Scrutineer also chairs the partnership's Performance Monitoring Audit and Evaluation (PMAE) sub-group. While this arrangement is agreed upon with the current scrutineer, it is subject to change with the appointment of a new scrutineer. Future arrangements may differ to ensure the best fit for the evolving needs of the partnership. The Multi-Agency Safeguarding Arrangements (MASA) will be updated if this arrangement changes.

What the Partnership Can Expect from the Scrutineer:

- **Strategic and Operational Support:** The scrutineer offers independent, rigorous, and practical support and challenge to safeguarding activities' strategic and operational aspects.
- **Assurance of Effectiveness:** Through various scrutiny methods, the scrutineer assures the effectiveness of multi-agency safeguarding arrangements and ensures that statutory duties are fulfilled.
- **Quality Assurance:** The scrutineer scrutinises quality assurance mechanisms, including multi-agency case file auditing, and evaluates the implementation of local and national safeguarding practice reviews.
- **Focus on Voices of Children and Families:** The scrutineer ensures that children's and families' voices are central to safeguarding efforts, incorporating their feedback into policy and practice improvements.
- **Critical Friend Role:** Acting as a constructive critical friend, the scrutineer facilitates two-way discussions and reflections between frontline practitioners and leaders, promoting strong and clear strategic leadership.
- **Conflict Resolution:** The scrutineer provides independent advice during agency disagreements and facilitates escalation procedures to resolve conflicts effectively.
- **Evaluation and Recommendations:** The scrutineer evaluates the partnership's arrangements and the annual report, making recommendations for improvements and feeding into wider accountability systems.
- **Continuous Improvement:** By driving continuous improvement, the scrutineer ensures that the partnership's safeguarding arrangements are effective and responsive to new challenges and learning from reviews.
- **Regular Reporting:** The scrutineer provides regular updates to the Children Partnership Executive on the progress, challenges, and outcomes of their scrutiny activities, ensuring that safeguarding partners consider and act upon findings.

The BDSCP has a robust Quality Assurance Framework to support the Independent Scrutineer. This framework ensures that the scrutiny process is thorough and aligned with the partnership's strategic priorities. It also helps monitor and assess joint working arrangements to safeguard children effectively.

CHILD DEATH OVERVIEW PANEL (CDOP) AND REVIEW PROCESS

Reporting and Notification Process

The Child Death Overview Panel (CDOP) operates under a structured review process for all child deaths within the Bradford District. When a child death occurs, it is mandatory to review the case under the Child Death Review (CDR) process. This involves a multi-disciplinary meeting where professionals directly involved in the child's care discuss the circumstances leading up to and surrounding the child's death. The purpose of this meeting is to gather comprehensive information, which is then forwarded anonymously to the CDOP for further discussion.

Link to the Wellbeing Board

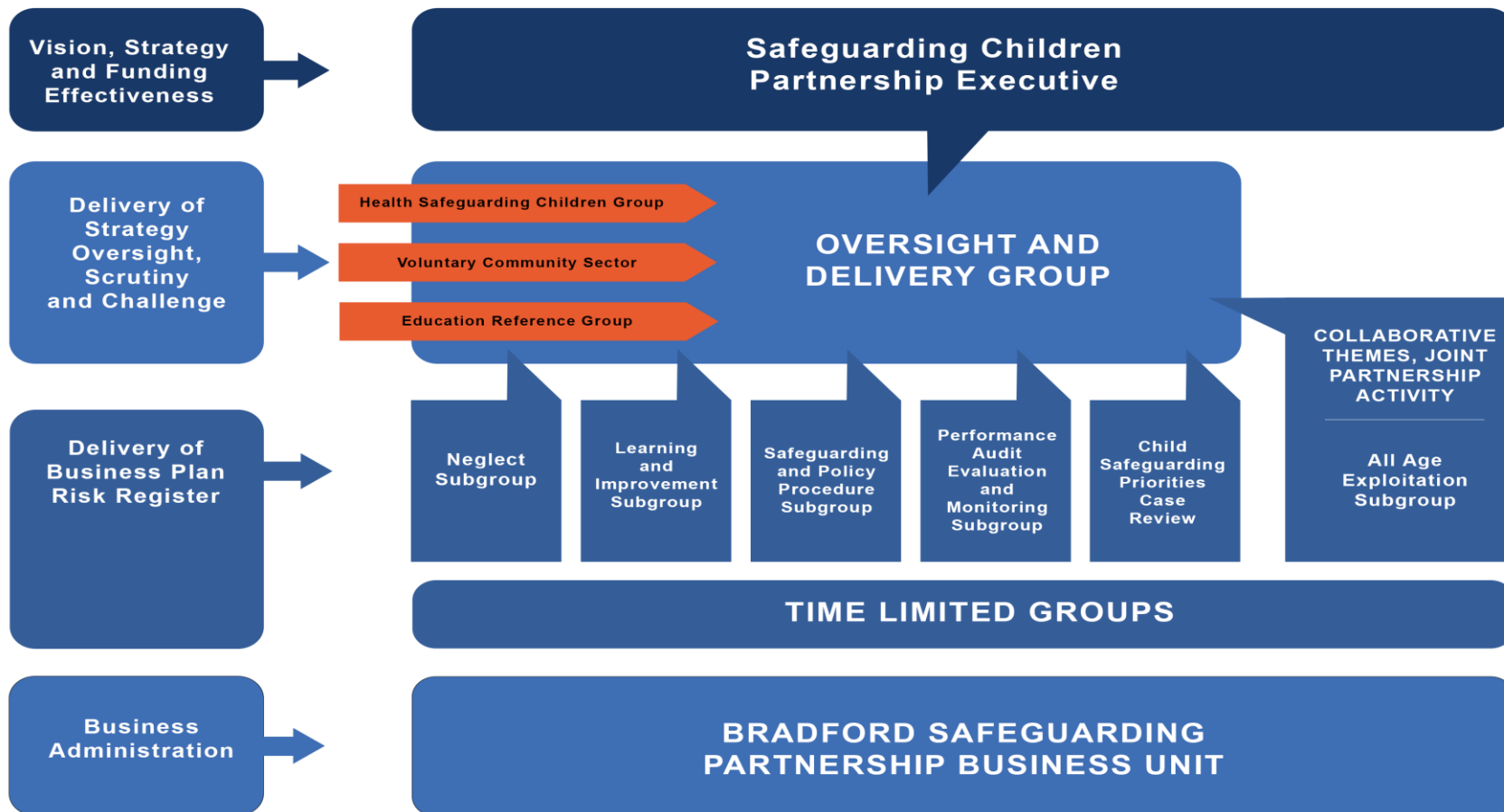
In circumstances where a local safeguarding practice review is deemed necessary following a child's death, the findings from the CDOP are reported to the Wellbeing Board. This ensures that the broader implications for child safety and wellbeing are considered at a strategic level and that necessary actions are integrated into local safeguarding practices.

Safeguarding Practice Review Notification

If, during the CDOP process, it is identified that the case meets the criteria for a local safeguarding practice review, the Bradford District Safeguarding Children Partnership (BDSCP) will be notified immediately. The BDSCP then initiates the review process under its established structure, ensuring that all relevant safeguarding partners are engaged. This process is designed to ensure that lessons are learned and that similar incidents are prevented in the future.

BDSCP STRUCTURE

Bradford District Safeguarding Children Partnership



STATEMENT OF COMMITMENT , ROLES AND RESPONSIBILITY OF PARTNERSHIP MEMBERS

Bradford District Safeguarding Children Partnership Member Agreement

Each member of the BDSCP agrees to the following:

Representation

- Represent an agency, organisation, or group with full authority.
- Raise issues on behalf of their represented group, contribute to discussions and debates, and ensure the dissemination of information back to that group.
- Ensure their represented group demonstrates a total commitment to safeguarding children and embeds safe practices within their organisation.
- Act as a link to share information between their agency and the partnership

Values

- Uphold the principles and aims of the BDSCP as set out in its terms of reference.

Attendance

- Attend every partnership meeting or arrange for a suitable representative (with full authority) to attend any meeting in which they cannot participate.

Responsibilities

- **Ensure Proper Representation:** Make sure their organisation is appropriately represented in the relevant groups and sub-groups. Share relevant information with their team and gather feedback to bring back to the respective partnership meeting.
- **Support and Attend Events:** Join and support events promoting children safeguarding organised by the partnership
- **Represent Sub-Groups:** Sub-group chairs will represent their groups on the Executive Group and the Children's Safeguarding Partnership.
- **Review and Contribute: Review , Assist and support the partnership by** regular updates, data, and performance reports on how well we're doing in keeping children safe.

Annual (Yearly) Report

- A timely contribution to the BDSCP`s Annual Report as necessary.

Confidentiality Statement

- BDSCP is convened under the framework of Working Together 2023 and will conform to equal opportunities and anti-discriminatory legislation and guidance. All members must respect the confidentiality of issues discussed, especially case examples, and should not disclose them without the expressed permission of the chair.
- For broader learning, information discussed at the Partnership should be shared within the wider community while maintaining the anonymity of named individuals, services, or agencies. If uncertain about what can be shared, members should seek a determination from the Partnership and agreement as part of the minutes.
- Recognise that issues related to clinical and professional accountability may need to be raised within the member's agency. Such situations should be presented and agreed upon by the Partnership as part of the business of that meeting.
- All Partnership members must uphold both the commitment and confidentiality statements.

Familiarisation

- Members should familiarise themselves with the terms of reference for the respective partnership meetings and sub-groups.

By agreeing to these terms, each member commits to actively safeguarding children, ensuring their organisation's involvement and adherence to the highest standards of practice.

PARTNERSHIP ADMINISTRATION - BRADFORD SAFEGUARDING PARTNERSHIP BUSINESS UNIT

Bradford has a combined Business Unit that supports the Adult Safeguarding Board and the BDSCP, enabling a more consistent and coordinated approach. This unit, known as the **Bradford Safeguarding Partnerships Business Unit**, plays a crucial role in supporting the partnership arrangements through a variety of essential functions, including but not limited to:

- **Administration:** Manage and administer all partnership meetings, ensuring smooth operations and effective communication.
- **Local Practice Reviews:** Coordinate local practice reviews and associated learning and practice improvement initiatives, including the production of monthly practice review reports.
- **Learning and Improvement:** Facilitating learning and improvement initiatives, including multi-agency training programs to enhance safeguarding practices.
- **Performance and Information Management:** Overseeing performance metrics, managing information systems, and conducting the Section 11 audit.

- **Annual Report Production:** Producing the annual report, ensuring that safeguarding partners jointly report on their activities over 12 months. This report focuses on multi-agency priorities, learning, impact, evidence, and improvement and is made transparent and accessible to families and professionals.
- **Threshold Document Publication:** Maintaining and publishing the threshold document, the Continuum of Need.
- **Risk Assessment Monitoring:** Monitoring the partnership risk assessment to ensure that risks are managed effectively.
- **Agenda Setting:** Assisting in setting agendas and maintaining action trackers for various partnership meetings to ensure relevant issues are progressing and addressed.
- **Family Engagement:** Managing family engagement and correspondence related to reviews, ensuring that the voices of children and families are heard.
- **Action Plan Oversight:** Overseeing the implementation and progress of action plans derived from reviews and audits.
- **Inspection Preparation:** Preparing for Joint Targeted Area Inspections (JTAI) and other inspections, ensuring readiness and compliance with standards.

FINANCE

The delivery cost of providing child protection and safeguarding services incurred by each statutory safeguarding partner is subject to their organisation's budgetary arrangements and agreed upon by CPE

Funding is agreed upon between the safeguarding partners, which is equitable and proportionate. It enables the Safeguarding Partnership Business Unit to fulfil its functions and allows the existing arrangements to deliver against statutory responsibilities and strategic priorities.

Funding covers staffing costs, including the independent chair and scrutineer, multi-agency training and audits, and limited child safeguarding practice reviews/lessons learnt work. Continued funding would need to cover these functions adequately. The funding should be transparent to children and families in the Bradford District.

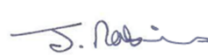
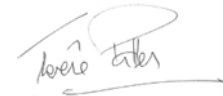
SIGNATORIES

Lead Safeguarding Practitioners

Lorraine O'Donnell

John Robins

Therese Patten

Chief Executive
Bradford Council

Chief Constable
West Yorkshire Police

Chief Executive
BDCT and Place Lead
Bradford District and Craven

Delegated Safeguarding Practitioners


Richard Padwell

Marium Haque

Charlotte Ramsden

Phillippa Hubbard






Chief Superintendent
District Commander
West Yorkshire Police

Strategic Director
Children's Services
Bradford Council

Chief Executive
Bradford Child &
Families Trust

Director Of Nursing / Deputy Chief Executive
Quality for Bradford District and Craven
Health and Care Partnership