Blackburn with Darwen Safeguarding Children Partnership

Multi-agency Safeguarding Arrangements

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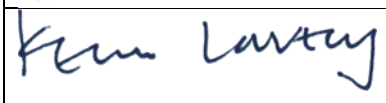
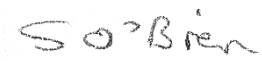
Foreword

We are proud to publish our new Blackburn with Darwen Safeguarding Children Partnership (SCP) arrangements to strengthen our work with vulnerable children, young people and adults across the local area. As a partnership, we are clear about our responsibility to provide leadership that will make a real difference to the most vulnerable members of our community. These guidelines are published in accordance with the revised statutory guidance, Working Together to Safeguard Children (DfE 2023). These arrangements build upon our strong foundation as an effective partnership. There have been many strengths in our previous Safeguarding Board arrangements and the work to join up children and adult safeguarding. From the external scrutiny by our statutory regulators, we take confidence in the strengths in our partnership arrangements as part of our journey of continuous improvement.

The SCP's arrangements will be regularly monitored and quality-assured to maintain effectiveness in all our work, and they will be reviewed as necessary. We will be more thoughtful about our learning and improvement activities to ensure that we listen and learn from our service users and that the improvements we make are delivered in a measured, impactful and sustainable manner. These arrangements will be governed by the leaders in our organisations who will meet regularly to review and consider the quality and impact of our services and ensure that we maintain the highest levels of safeguarding across the whole of the area. If any new and emerging safeguarding issues are identified, they will be addressed and acted upon.

We are committed to ensuring there is wide representation from across the sector to deliver our safeguarding priorities and that all relevant partners fully contribute to these arrangements. We recognise that the voice of children, young people, parents and adult residents, and our workers, should be at the heart of our work and we will maintain effective engagement processes to ensure we hear and respond to their experiences/voices as the new arrangements develop and mature. In this way we are committed to providing the best services for the most vulnerable children, young people and adults in our local area.

	Denise Park Chief Executive of the Blackburn with Darwen Borough Council
	Kevin Lavery Chief Executive of the NHS Lancashire & South Cumbria Integrated Care Board
	Sacha Hatchett Chief Constable of Lancashire Constabulary
	Joanne Siddle Director of Children's Services, Blackburn with Darwen Council
	Sarah O'Brien Chief Nurse, NHS Lancashire & South Cumbria Integrated Care Board
	Steve Rides T/Chief Superintendent, Lancashire Constabulary

Introduction

Every child deserves the opportunity to grow up in a loving home that is safe and stable. It is paramount that their welfare is prioritised and that all agencies who support them work together to ensure they remain safe and stable. To do this, all individuals, agencies and organisations must have a clear understanding on their own roles and responsibilities and how they work together to safeguard children and young people.

Following the Wood Review in 2015, the Children Act (2004) was amended to remove the statutory requirement of Local Authorities to have a Local Safeguarding Children Board and placed the responsibility for safeguarding equally with local authorities, the police and health partners.

Working Together to Safeguard Children (2023) placed a duty on these three statutory agencies to work together as the Lead Safeguarding Partners, and to define the local multiagency safeguarding arrangements. It also placed a duty on other agencies to co-operate with the new arrangements, however allowing the local areas the freedom to decide how this should work in practice.

Working Together to Safeguard Children (2023) outlines that the purpose of these arrangements is to support and enable local organisations to work together in a system that delivers the following outcomes and working relationships:

- there is a clear, shared vision for how to improve outcomes for children locally across all levels of need and all types of harm
- when a child is identified as suffering from, or likely to suffer from, significant harm there is a prompt, appropriate and effective response to ensure the protection and support of the child
- organisations and agencies are challenged appropriately, effectively holding one another to account
- the voice of children and families, combined with the knowledge of experienced practitioners and insights from data, provides a greater understanding of the areas of strength and/or improvement within arrangements and practice
- information is sought, analysed, shared and broken down by protected characteristics to facilitate more accurate and timely decision making for children and families, and to understand outcomes for different communities of children
- effective collection, sharing and analysis of data enables early identification of new safeguarding risks, issues, emerging threats and joined-up responses across relevant agencies
- senior leaders promote and embed a learning culture which supports local services to become more reflective and to implement changes to practice
- senior leaders have a good knowledge and understanding about the quality of local practice and its impact on children and families.

In order to ensure the local focus of the safeguarding children partnership is maintained, all the local outcomes will guide and drive both the work and arrangements of safeguarding partners and relevant agencies moving forwards.

These arrangements map out how Blackburn with Darwen Safeguarding Children Partnership (BwD SCP) will ensure that children are protected, with a fundamental commitment from all partners to continuously improve practice and learn how to best to do this.

About Blackburn with Darwen and the Safeguarding Children Partnership

Background

BwD SCP was previously a member of the Pan-Lancashire Children Safeguarding Assurance Partnership, a combined partnership with Blackpool and Lancashire's Children Safeguarding Partnerships, however after a review of those arrangements in Autumn 2022, it was agreed that there should be a change to a place-based model to allow decision-making and accountability to be held at a local level. As a result, from September 2023, the BwD SCP has taken responsibility and oversight of child safeguarding across the locality, and so we have reviewed our priorities and governance structure and are developing local policies, strategies and workplans to reflect the new arrangements.

Vision for Blackburn with Darwen

"Working together to ensure children, young people and their families feel safe and empowered to live healthier, happier lives and are enabled to reach their potential."

This vision is underpinned by the strategic aims and priorities identified in the strategic plan for 2025-28. It supports the principle that safeguarding is everyone's business and the need for all Blackburn with Darwen communities (resident or professional alike) to work together effectively.

The BwD SCP's strategic aims are:

- Making safeguarding everyone's business across our communities
- Communities are able to recognise and respond to safeguarding concerns and support prevention and early intervention
- Excellent safeguarding practice produces positive impact and outcomes for children, young people and our communities
- A culture of learning and continuous improvement is embedded across the safeguarding partnership
- The public feel confident that children and young people are protected.

The key principles underpinning this are:

- The child's lived experience is central to effective safeguarding
- Partners, communities and families are working together to deliver on safeguarding
- Confident, competent practitioners, skilled in trauma informed practice, professional curiosity and the sharing of information are able to identify and meet safeguarding need.

Demographics

Blackburn with Darwen consists of seventeen wards as outlined in the map below.

The locality consists of around 154,800 residents, and is the 19th most densely populated Local Authority area in the North West. BwD is also identified as the ninth most deprived Local Authority of lower tier Local Authorities in England. In the child population the deprivation challenges translate to 38% living in families with relatively low incomes (third highest in the North West).

There are approximately 38,000 children and young people aged 0-17 in BwD, or 26% of the total population. The child population proportion is 4% higher than the national average and the highest proportion in the North West region.

In addition to the deprivation and age profile differences there is also the ethnic and religious diversity of the population, with approximately 60% are White British, 36% Asian or Asian British,1% are Black, Black British, Caribbean or African, and 3% are from other or multiple mixed ethnic groups. Residents are predominantly Christian (38%), Muslim (35%) or have no religion (21%).

Further information on the key demographics and social issues for our children and young people can be found in the BwD JSNA Joint Strategic Needs Assessment Overview - Start Well

Safeguarding Children Partnership Priorities and Expectations

Priorities

Blackburn with Darwen SCP has identified three priority areas of safeguarding in which it will have a significant focus. These are:

- Contextual Safeguarding
- Domestic Abuse
- Neglect

These priorities will be actioned by the three subgroups that have been arranged to focus directly on the priority area, and all will feed into the Safeguarding Effectiveness Group (SEG) for scrutiny.

Additionally, there is a further priority for the partners on developing and embedding the partnership arrangements across the locality as it matures and becomes established. In the forward plan, there will be a 3 year partnership strategy produced for the years 2025-2028.

Expectations & Current Arrangements

The guidance in Working Together (2023) requires all partnerships to clearly identify a Lead Safeguarding Partner (LSP) for each of the three statutory organisations with responsibility for:

1. Setting the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively

2. Leading their organisation's individual contribution to the shared priorities, ensuring strong governance, accountability and reporting mechanisms to hold their delegates to account for the delivery of agency commitments

3. Review and sign off of 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 arrangements.

It also requires the three statutory partners to each identify a Delegated Safeguarding Partner, who will be responsible for:

1. Delivery and monitoring of multi-agency priorities and procedures to protect and safeguard children in the local area, in compliance with published arrangements and thresholds

2. Close partnership working and engagement with education (at strategic and operational level) and other relevant agencies, allowing better identification of, and response to, harm

3. The implementation of effective information sharing arrangements between agencies, including data sharing that facilitates joint analysis between partner agencies

4. Delivery of high-quality and timely rapid reviews and local child safeguarding practice reviews, with the impact of learning from local and national reviews and independent scrutiny clearly evidenced in yearly reports

5. The provision of appropriate multi-agency safeguarding professional development and training

6. Seeking of, and responding to, feedback from children and families about their experiences of services and co-designing services to ensure children from different communities and groups can access the help and protection they need.

The BwD SCP has designated the following positions as our Lead Safeguarding Partners, who will meet as Pan-Lancashire Alliance and the BwD Accountability Board (all age safeguarding):

- The Chief Executive of the Council, Denise Park represents BwD Borough Council
- The Chief Executive of the NHS Lancashire & South Cumbria Integrated Care Board (L&SC ICB), Kevin Lavery, will represent Health
- The Chief Constable of Lancashire Constabulary, Sacha Hatchett will represent the Police

and the following officers as our statutory Delegated Safeguarding Partners:

- Director of Children's Services (DCS) BwD Borough Council, Joanne Siddle
- Chief Nurse for NHS L&SC ICB, Sarah O'Brien
- Lancashire Constabulary, Chief Superintendent Steve Rides

In addition, the SCP has identified that the three delegated safeguarding partners will chair the SCP Board on an annual rotation, starting with the Local Authority's DCS, and then the other remaining delegated statutory partners acting as Vice-Chair.

Structure of the Safeguarding Children Partnership

Partners

Working Together to Safeguard Children (2023) defines relevant agencies are those whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children locally.

The strength of local partnership working is dependent on the collaborative working of all safeguarding partners and the agencies that work with children and their families, whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children. In addition to the three main statutory safeguarding partners, a number of other relevant agencies will also work as part of the SCP, reflecting the strong partnership relationships already built up locally. These agencies will be members of the Board, subgroups, relevant task and finish groups and participate in the learning events.

These Designated Safeguarding Partners will include, but is not limited to:

- Schools, Colleges, Further and Higher Education, Childcare and Early Years
- Housing
- National Probation Service
- Youth Offending Service and Youth Custody Provision
- Primary Care (NHS L&SC ICB)
- East Lancashire Health Trust (ELHT)
- Lancashire and South Cumbria Foundation Trust (LSCFT)
- Local Authority Adult Services
- Local Authority Public Health
- Local Authority Legal Services
- Voluntary, Community and Faith Sector (VCFS) providers including services commissioned by partners that deliver around safeguarding like domestic abuse, emotional and mental health, substance misuse, contextual safeguarding and so on
- Partnership arrangements like the Community Safety Partnership, Domestic Abuse & Multi-Agency Risk Reduction Co-ordination (MARRAC), Multi-Agency Public Protection Arrangements (MAPPA), Contest & Channel and Health & Wellbeing Board.

These partners will be the nominated agencies that constitute the SCP in BwD and will represent the provision and commissioning of services across the locality.

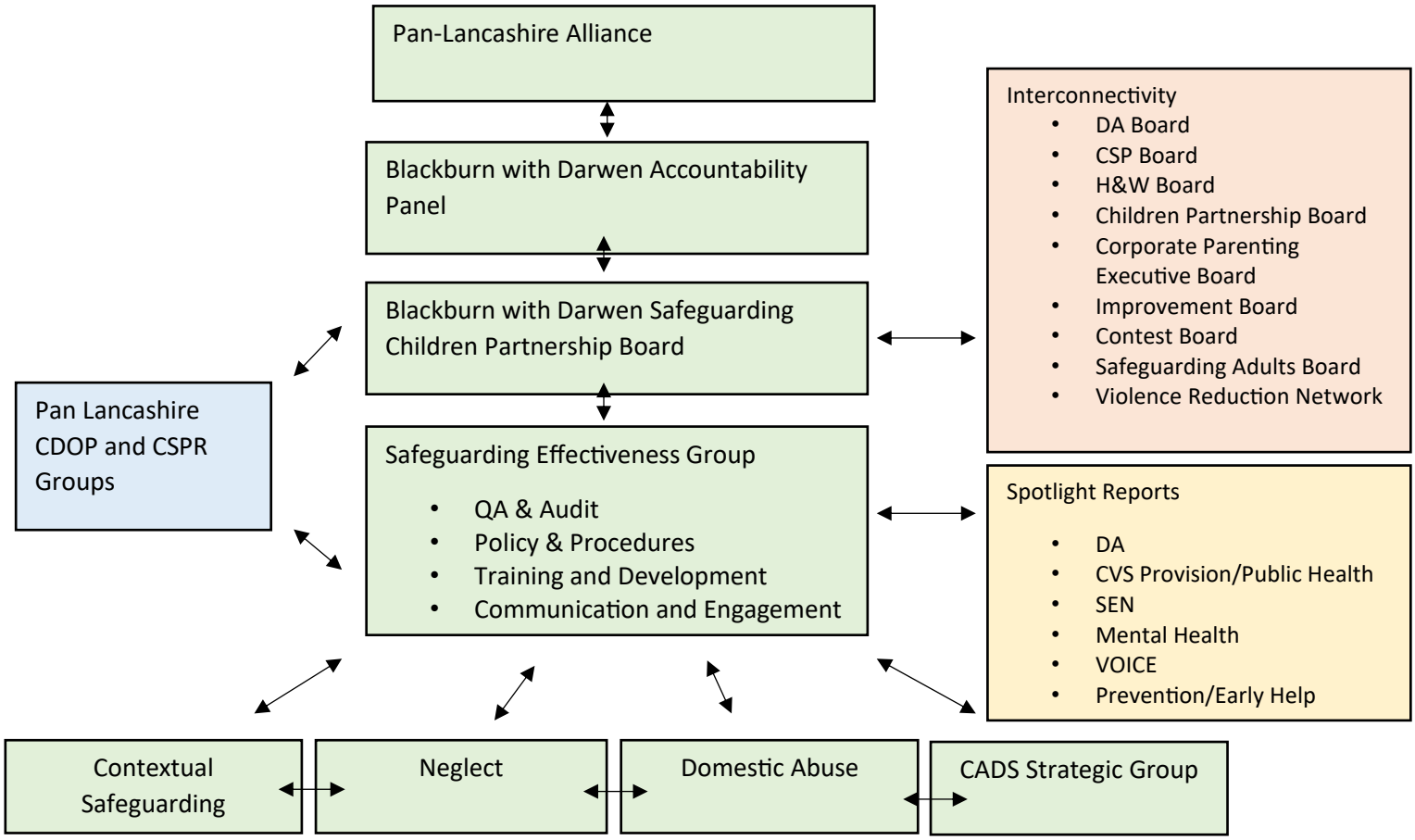
The Partnership will also seek representation from both local and national organisations when their input is required. These include:

- CAFCASS
- NSPCC
- The Child Death Overview Panel (CDOP)
- Family Courts
- Lancashire Fire Service

- British Transport Police
- Barnardo's

This will allow the partnership to have an overarching view of practice across the locality and be able to seek assurance from these partners when required.

Structure & Governance



BwD SCP's governance structure encompasses multiple levels of responsibility, accountability and scrutiny, and directly connects to multiple boards across the locality.

Accountability and Assurance Boards

The Pan-Lancashire Alliance Board will host the regular meetings of the Lead Safeguarding Partners, involving the three Chief Executives from Blackburn with Darwen, Blackpool and Lancashire, the Chief Executive of the Lancashire and South Cumbria NHS ICB, and the Chief Constable of Lancashire Constabulary, who will meet

twice a year to provide scrutiny and assurance of the three local partnership arrangements.

Locally, Blackburn with Darwen has convened an Accountability Panel, with the Leader of the Council, Chief Executive of the Local Authority, Senior Director of the NHS ICB, Divisional Commander of Lancashire Police (East Division) and DSPs. This is also attended by Director and Heads of Services level officers from the statutory partners across Children and Adults, the Chair/Independent Scrutineer of the Children and Adults Boards, and Business Unit Managers for both Boards, and gives the opportunity for senior leaders to review progress on priorities, review local practice and gain assurance of the safeguarding arrangements. The Accountability Panel will meet twice a year.

The Blackburn with Darwen Safeguarding Children Partnership Board

The Blackburn with Darwen Safeguarding Children Partnership Board (SCPB) acts as the strategic lead for the partnership and consists of the Delegated Safeguarding Partners from the list mentioned above, who meet to ensure that the operational function of the partnership is being discharged, and that the partnership is addressing the strategies and priorities it has agreed. This board meets quarterly and receives updates from the partnership's operational groups. It is attended by a range of relevant agency partners and also links with a number of other local partnership boards to ensure that the best outcomes for all children and young people across the borough are met.

Safeguarding Effectiveness Group

The BwD SCP Safeguarding Effectiveness Group (SEG) is the group responsible for monitoring the effectiveness of safeguarding across the partnership, including the three main subgroups. It also meets quarterly, and collects and reviews data from the performance dashboard and spotlight reports on other areas of safeguarding to ensure the wider safeguarding factors are still monitored as part of a holistic scrutiny and review process. Its function is described in the BwD Safeguarding Effectiveness Framework.

The three sub-groups, Contextual Safeguarding, Neglect and Domestic Abuse, each monitor their own priority area and are responsible for managing their policy, quality assurance, training, and communications in relation to their priority.

Neglect Subgroup

The Neglect subgroup is responsible for implementing and monitoring the Multi-Agency Neglect Strategy, which aims is to provide an overarching view of the response to neglect in BwD.

In BwD, over 39% of children who are on a Child Protection Plan are experiencing Neglect.

The priorities for this subgroup are to continue to improve awareness, understanding and recognition of neglect in all its forms, develop and implement effective response and intervention to neglect in all its forms at the earliest point possible, provide strategic commitment across partner agencies and evidencing the impact of outcomes of what we have achieved both for individual children and more broadly on the Neglect agenda.

Contextual Safeguarding Subgroup

The Contextual Safeguarding Operational Group (CSOG) will develop and deliver on the BwD Contextual Safeguarding Strategy and action plan on behalf of the partnership and will regularly review the strategy.

It will develop a clear understanding across BwD of the nature and scale of the problems that make up Contextual Safeguarding ensuring that the approach across BwD is driven and focused on prevention as well as response, and upon the needs of children and families, and supporting those children and young adults.

Domestic Abuse Subgroup

The purpose of this subgroup is to understand the effectiveness of our multi-agency practice in relation to the identification of and response to domestic abuse.

It will ensure that the views and experience of children and adults experiencing domestic abuse is known, understood and informs the partnership approach to improving practice and evidencing impact. It will contribute to and analyse the multi-agency data dashboard, in relation to domestic abuse, and understand the narrative on this data to inform our understanding of our effectiveness. This will then inform practice and strategic priorities.

It will action the findings of quality assurance work on domestic abuse and how this has been responded to and the impact of this upon outcomes for the child and adults (victim and perpetrator), utilising our safeguarding effectiveness framework (data, audit, practice learning days, reflective evaluations of cases) to achieve this.

The group will ensure the pathways of support around domestic abuse are known, understood and effectively accessed by children and adults at the right time, and understand what this means for the level of need that is presented across our four levels of need, ensuring current practice and interventions are evidence based, linked to national policy and developments and local provision reflects nationally recognised good practice.

The group will work closely with the local statutory Domestic Abuse Board to ensure priorities are aligned across strategies, commissioning, delivery of services, policies and communications.

CADS Strategic Group

Children's Advice and Duty Service (CADS) involves collaboration between various agencies to ensure families in BwD receive the advice and support required and is the first place to report safeguarding concerns.

The CADS Strategic Group allows strategic senior manager oversight to manage the performance and effectiveness of the multi-agency service, resolve blockers and make decisions on resourcing to support the work undertaken at the front door.

This strategic group reports directly into the SEG to provide feedback on any issues highlighted, including how the team performs, issues regarding resources from partner and finances required, and resolves any operational issues the CADS team encounters.

Assurance and Success for the Safeguarding Children Partnership

Success

We will know we have achieved our outcomes and met our priorities when we have achieved our strategic aims, local and regional policies and procedures are both in place and are used by the workforce (through training, learning ad development), when our quality assurance indicates our services have improved (though data analysis, audit and scrutiny), and when children tell us they feel safer (via surveys, feedback and the collecting the Voice of the Child).

We will know we are supporting those who are suffering by identifying them and their needs quickly, responding to their needs and supporting them effectively. This will be reflected in the way we support families, operational practitioners and the systems that are in place across the authority, and in order to evidence our successes, we will utilise our scrutiny arrangements, safeguarding effectiveness framework and our learning and development portfolio through various methods. This will be reported regularly through the partnership and to other local boards, and in the annual report.

Scrutiny

Scrutiny is essential in a partnership to ensure effective working practice, as per Working Together (2023), and the partnership will provide local and independent scrutiny to ensure that they:

• Provide safeguarding partners and relevant agencies with independent, rigorous, and effective support and challenge at both a strategic and operational level.

• Provide assurance to the whole system in judging the effectiveness of the multi-agency safeguarding arrangements through a range of scrutiny methods.

• Ensure that statutory duties are being fulfilled, quality assurance mechanisms are in place, and that local child safeguarding practice reviews and national reviews are analysed, with key learning areas identified and effectively implemented across the safeguarding system.

• Ensure that the voice of children and families is considered as part of scrutiny and that this is at the heart of arrangements through direct feedback, informing policy and practice.

• Be regarded as a ‘critical friend’ and provide opportunities for two-way discussion and reflection between frontline practitioners and leaders. This will encourage and enable strong, clear, strategic leadership.

• Provide independent advice when there are disagreements between agencies and safeguarding partners and facilitate escalation procedures.

• Evaluate and contribute to multi-agency safeguarding published arrangements and the annual report, alongside feeding into the wider accountability systems such as inspections.

The Independent Scrutineer currently attends the Safeguarding Effectiveness Group (SEG) as part of the scrutiny process.

Currently the BwD SCP has a number of methods of scrutiny, ranging from internal and local, to external and independent methods of ensuring oversight. This includes quality assurance activity within the three subgroups, and review by the SEG.

BwD SCP will also utilise the Safeguarding Children's Partnerships Self-Assessment Health Check Maturity Tool to review the effectiveness of the Multi-Agency Safeguarding Arrangements and monitor how the partnership is developing.

Further information on Scrutiny can be found in the BwD SCP Safeguarding Effectiveness Framework.

Quality Assurance

Quality Assurance is conducted by individual subgroups, reflecting on their priority area and measuring against their agreed outcomes. Further assurance is sought as part of the role of the Safeguarding Effectiveness Group who will oversee the undertaking of:

- Multi-Agency audits, including the Section 11 and Section 157/175 audits
- Inter-agency peer learning
- Rapid Reviews, Local Child Safeguarding Practice Reviews and Multi-Agency Reflective Evaluations (MAREs)
- A Data Dashboard to assess the effectiveness of safeguarding across organisations
- Spotlight Intelligence Reports from the wider safeguarding landscape on specific safeguarding processes.

There is a partnership audit calendar that identifies the cycle of audits, both multi-agency and single agency, to ensure provision is effective.

Further guidance can be found in the BwD SCP Safeguarding Effectiveness Framework.

Learning and Development

Learning from both good and poor practice is essential for the partnership to effectively safeguard children and young people. It is therefore the responsibility of the partnership to ensure that learning from all reviews is disseminated between agencies and services to influence policy and procedure across the borough.

The BwD SCP will share learning from its own local reviews, including Rapid Reviews and Local Child Safeguarding Practice Reviews. We will undertake local safeguarding practice reviews in line with our local CSPR and Rapid Review procedures, details of which can be found in our CSPR Guidance (here).

BwD SCP is also conducting Multi-Agency Reflective Evaluations (MAREs), reviewing cases within the safeguarding arena that have been identified as a concern due to re-referral, or those who have transitioned the step-up/step down processes onto Child Protection Plans and been re-referred.

We are offering a range of training opportunities for partnership colleagues as part of our Children & Adult Safeguarding Multi-Agency Training Brochure, through both the local authority and our safeguarding partners.

Voice of the Child and Family

The voice of the child and their family is an essential part of BwD SCP practice, and all partners are embedding the collection of the child and their family's voice into their assessments and other areas of work. It will also be used to inform our learning and our quality and performance feedback and will be included in our scrutiny arrangements. We will continually review how the evident the voice of the child is in our work and report this to the SEG periodically.

Annual Report

The partnership would like to be transparent with its progress, and therefore will produce an Annual Report by the end of September each year, in line with the guidance in Working Together To Safeguard Children (2023). This report will outline the activities the partnership has undertaken during the year and identify areas of success, challenges and the contributions of the safeguarding partners to effect safeguarding in the locality.

It will also outline the major learning from quality assurance and scrutiny activity, and any local learning from Rapid Reviews or Local Child Safeguarding Practice Reviews.

Working Well with Families – Multi-Agency Thresholds

Thresholds Guidance

The local authority has published guidance on the Levels of Need, defining the thresholds for reaching each level. This can be found online here and is summarised below. All partners will adhere to the guidance issued in relation to meeting the threshold for each level of need. There is an expectation that all partners will use the same thresholds, as part of the Working Well with Families in Lancashire policy and apply the thresholds where necessary. This will be reviewed by the BwD SCP through the Pan-Lancashire Policies & Procedures group and updated regularly.

Effective Multi-Agency Working

Information Sharing

High quality multi-agency working is reliant on effective communication between the partnership and its nominated members, and so the sharing of information is key to ensure these arrangements are discharged.

The BwD SCP will adhere to the Pan-Lancashire Information Sharing Policy for all the functions the SCP will be involved in.

Escalation Process and Professional Challenge

The partnership would like to encourage professional curiosity and respectful challenge in all its practices and members are expected to actively participate and contribute to all partnership meetings. Where there is challenge or conflicting opinions, DSPs and LSPs are part of an agreed process of dispute resolution between statutory partners. BwD SCP will manage any concern via the Chair of the SCP Board initially, with support from the Independent Scrutineer and Business Manager. Where no resolution can be agreed escalation will be to the LSPs and will follow the recommendations for dispute resolution set out in Working Together (2023) including:

- Use of Police and Crime Commissioners, Mayors, Lead Members or Independent persons to assist in settling disputes
- Escalation to Secretary of State (DfE) on unresolved disputes.

Any challenge outside of the partnership's meetings should be directed in writing to the Business Unit and will be followed according to the Escalation Policy.

Any colleague with a concern can also express that concern via their agency's Whistleblowing Policy.

Supporting the Safeguarding Children Partnership

Finance and Funding

Each statutory partner agency is expected to contribute to the operational needs of the partnership including contributing to the partnership budget. The Business Unit functions cover both children and adult safeguarding and finance by the three Statutory partners is a combined contribution. Following the move to place-based arrangements from the Pan Lancashire arrangement, the agreed contributions were as follows for 2024-25:

£75,000 from Children's Services, BwD Council

£75,000 from Adults & Health Services**, BwD Council

£50,000 from the NHS ICB Lancashire and South Cumbria

£36,000 from Lancashire Constabulary.

Historically there has been further funding generated from training and development and from local school contributions. However, this is not factored into the current budget. It is anticipated that a funding review is undertaken with regards to the wider partnership's contributions.

Additionally, any underspend in the financial year is kept in reserve. The budget is held by the local authority and managed by the Business Unit and will be reviewed annually.

** The costs for both the Children's and Adult's Business Units are managed from the same budget, therefore Adult's contributions are reflected in the overall agreed funding arrangements.

Business Unit and Business Support

The partnership is supported by a Business Unit, consisting of a Business Manager and a Business Support Officer. The Unit is responsible for ensuring the day-to-day function of the partnership is fulfilled, and managing the operational element of the SCP Board, SEG and the subgroups.

The Business Manager will represent the Business Unit at partnership meetings and the Unit will provide business support for all partnership activity where possible. They will also represent the partnership at meetings and events where necessary/directed by the partnership.

The Business Unit will be housed by the local authority, within the Safeguarding and Partnerships Team, under Adult & Health Services Directorate.