



# Local Arrangements 2018/19

October 2018

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# Welcome

**Welcome to the new North Lincolnshire children's multi-agency safeguarding arrangements, known locally as the Children's Multi-Agency Resilience and Safeguarding (MARS) arrangements. This plan of arrangements, known hereafter as the plan, sets out the arrangements for us, the safeguarding partners to work together and with other agencies, to identify and respond to the needs of children in North Lincolnshire.**

In responding to change, we, the safeguarding partners along with local agencies and organisations continue to be committed to the transformational journey to help and protect children, young people and families.

The intent of the Children's MARS arrangements is to:

- Co-produce with children, young people and families using their strengths and assets to develop services to meet their individual needs.
- Provide robust independent scrutiny and assurance to the partnership in relation to safeguarding and the welfare of children and young people in North Lincolnshire.
- Make children's safeguarding personal and swift so they remain in families, in school.

- Build children, young people and families resilience.
- Drive an even stronger partnership with schools, colleges and local agencies.

The Safeguarding Partners Multi-Agency Innovation Hub will be one of the key mechanisms for change. It will bring partners together at a strategic and operational level to deliver a focussed, co-ordinated response, innovate system change, deliver efficiencies and drive up multi-agency practice.

The launch of the Children's MARS arrangements signals North Lincolnshire's ambition to develop an 'equitable and robust partnership' and the plan outlines a new way of working across the safeguarding system. It also reaffirms the local commitment to working collaboratively across local agencies and organisations to improve outcomes for children, young people and families in the context of the 'place' of North Lincolnshire. This ensures a proactive and responsive approach to the needs of children, young people and families in the area and drives opportunities to shape and influence policy development leading to improved practice and outcomes.

North Lincolnshire's ambition is to offer help and support at the earliest point and to enable children, young people and families to have positive outcomes, where they reach their full potential and become independent from additional services. Where help is required, it should be provided in the least intrusive way and build on strengths and assets.

North Lincolnshire has a proven track record of working in partnership to improve outcomes. It is the only local authority in the country to be judged by Ofsted during the Single Inspection Framework inspection process, as outstanding for both children's services and the LSCB. The Children's MARS arrangements have been developed from a position of strength. North Lincolnshire is aspirational for the children, young people and families in this area and there continues to be a drive and commitment across local agencies and organisations to work collaboratively to move to 'beyond outstanding'. This is evidenced through our ongoing partnership work and ambition to become an early adopter of the new arrangements. This provides opportunities to test and develop the local approach and lead the way in developing and implementing new innovations, which others can utilise to develop their own arrangements and can be used to help shape and influence other areas.

Across the Children's MARS arrangements, we, the safeguarding partners will:

- work collaboratively and creatively with children, young people and families using their strengths and assets.
- lead on engaging with relevant agencies to ensure collective responsibility for building children's resilience and safeguarding.
- further develop and promote the best of what already exists in North Lincolnshire and think innovatively about multi-agency practice to improve outcomes relating to children's resilience and safeguarding.

- lead on system change and work across the wider policy and partnerships landscape to develop and implement new ways of working and to identify opportunities to co-locate services that reduces duplication, improves practice and outcomes for children across the safeguarding pathway.
- continue to develop our independent scrutiny framework to provide high levels of assurance across the children's safeguarding pathway.

This plan was published on 31 October 2018 and the new arrangements will be implemented with immediate effect. This plan will be refreshed and republished in June 2019 as this will provide an opportunity to further refine and reshape the plan to take account of local learning from the early adopter innovations and as local arrangements become more embedded.

The Children's MARS arrangements and this plan will be launched at our 'Out of this World' conference on 2 November, where we, safeguarding partners and representatives from relevant agencies will be invited to sign up to our new arrangements for helping and protecting children in North Lincolnshire.



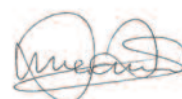
**Mick Gibbs**

Director of Children and Community Resilience, North Lincolnshire Council



**Clare Linley**

Director of Nursing and Quality Assurance, North Lincolnshire Clinical Commissioning Group



**Darren Downs**

Chief Superintendent, Humberside Police

# Introduction and Context

## Introduction and Context

Helping and protecting children through a co-ordinated approach to safeguarding children is everyone's responsibility. Through collaborative working across organisations and agencies who work with children, young people and families, including those who work with parents/carers, the ambition of our arrangements is that everyone is able to recognise, respond and fulfil their responsibilities to children, young people and families in order to build their resilience and ensure that they are safeguarded.

This plan sets out the Children's MARS arrangements for helping and protecting children. This plan emphasises that effectively building children's resilience and safeguarding them is achieved by putting children at the centre of the system and by every individual and agency playing their full part. Organisations, agencies and practitioners should be aware of, and comply with, this plan set out by the safeguarding partners.

## Legislative Context

Working Together to Safeguard Children 2018 clarifies that the three safeguarding partners in relation to a local authority area are defined under the Children Act 2004 (as amended by the Children and Social Work Act 2017) as:

- the local authority
- a clinical commissioning group for an area any part of which falls within the local authority area
- the chief officer of police for an area any part of which falls within the local authority area

and that they have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

To fulfil this role, the three safeguarding partners must set out how they will work together and with any relevant agencies. Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children with regard to local need. Locally we will build upon the North Lincolnshire Early Help approach and the Helping Children and Families (Threshold Document 2016/2020) which outlines our collective commitment to find solutions at the earliest point and via the agency working with the child.

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families
- local data from all agencies is developed to strategically identify and respond to the underlying conditions and factors that lead to the need for help and protection

In order to work together effectively, safeguarding partners with other local organisations and agencies should develop processes that:

- facilitate and drive action beyond usual institutional and agency constraints and boundaries
- ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families

To be effective, these arrangements should link to other strategic partnership work happening locally to support children and families. This will include other public boards including Health and Wellbeing Boards, Adult Safeguarding Boards, Channel Panels, Improvement Boards, Community Safety Partnerships, the Local Family Justice Board and Multi-Agency Public Protection Arrangements. Section 2 outlines our local partnerships structure.

The Children's MARS arrangements reflect the fundamental legislative changes to the Children Act 2004 (as amended by the Children and Social Work Act 2017) which are covered within Working Together to Safeguard Children 2018.

### **Local Context**

In September 2017, Ofsted judged the North Lincolnshire Local Safeguarding Children Board (LSCB) to be 'Outstanding', which was recognition of the excellent partnership arrangements that we have in place. Ofsted indicated that the LSCB was outward looking and constantly striving to improve the effectiveness of its agencies in safeguarding children. Strong governance, effective direction, strong business management arrangements and robust engagement mechanisms also contributed to the outstanding judgement.

In July 2018, North Lincolnshire was chosen by the Government as an 'early adopter' to implement the new multi-agency safeguarding arrangements to work together to safeguard and promote the welfare of children in North Lincolnshire. As an outstanding local area for our LSCB, North Lincolnshire is in a strong position to further strengthen the already robust arrangements and lead the way as early adopters of the new arrangements, which is an opportunity to bring together leaders and agencies responsible for helping and protecting children as we move to 'beyond outstanding'. Work is ongoing to develop and implement new innovative approaches to multi-agency safeguarding processes from which learning can be shared across other areas as part of the early adopter programme, which is in place until June 2019.

Our local Children's MARS arrangements, which focus on building resilience and safeguarding, conveys our responsibilities for safeguarding and promoting the welfare of children with the change in language highlighting our commitment to the protection, prevention and promotion of children's resilience.

This brings to the foreground two aspects:

- contextual safeguarding – as well as threats to the welfare of children from within their families, children may be vulnerable to abuse and exploitation from outside their families
- children's resilience is promoted and developed when their strengths interact with the people and environment around them and when they have a belief in their own ability to effect change, are encouraged to develop their aspirations, have peer support and trusted relationships with adults

Our local Children's MARS arrangements are set to transform us to be more strengths based, aspirational and optimistic for children. The inclusion of the voice of parents/significant others in how we protect children will also be central to our arrangements to maintain a close and understood partnership with parents. The arrangements also communicate our vision in that they encompass all aspects of the North Lincolnshire helping children and families model and contribute to our focus on enabling and empowering children, young people and families to be more resilient and safeguarded within their environment, peer groups, schools and communities and to find resolutions for themselves.

Under the auspices of our local Children's MARS arrangements, agencies will work together in a system where:

- children, young people and families views and experiences are at the centre of all we do
- excellent practice is the norm
- partner agencies hold one another to account effectively
- there is early identification of 'new' safeguarding issues
- learning is promoted and embedded
- information is shared effectively
- the public can feel confident that children are protected from harm

Our ambition is to develop an 'equitable and robust partnership' and to develop one overarching strategic approach that can respond to identified needs, provide cohesive agency responses and achieve early intervention and improved outcomes for children. Through the innovative partnership, we will be able to meet the requirements to identify, evaluate, plan, implement, review and assure effective multi-agency practice. This partnership will deliver effective practice within the context of wider strategy and policy development within the 'place' of North Lincolnshire. We will also drive opportunities to shape and influence policy development beyond the local geographical footprint leading to improved practice and outcomes for children.

### **Safeguarding Partners Multi-Agency Innovation Hub**

A Safeguarding Partners Multi-Agency Innovation Hub will be created to support the development and implementation of the Children's MARS arrangements and the child death review arrangements. The Multi-Agency Innovation Hub will be responsive to need and demand and therefore take responsibility to ensure a collective delivery of the arrangements and prioritise developments agreed via the Children's MARS Board.

The Multi-Agency Innovation Hub, will bring people together to:

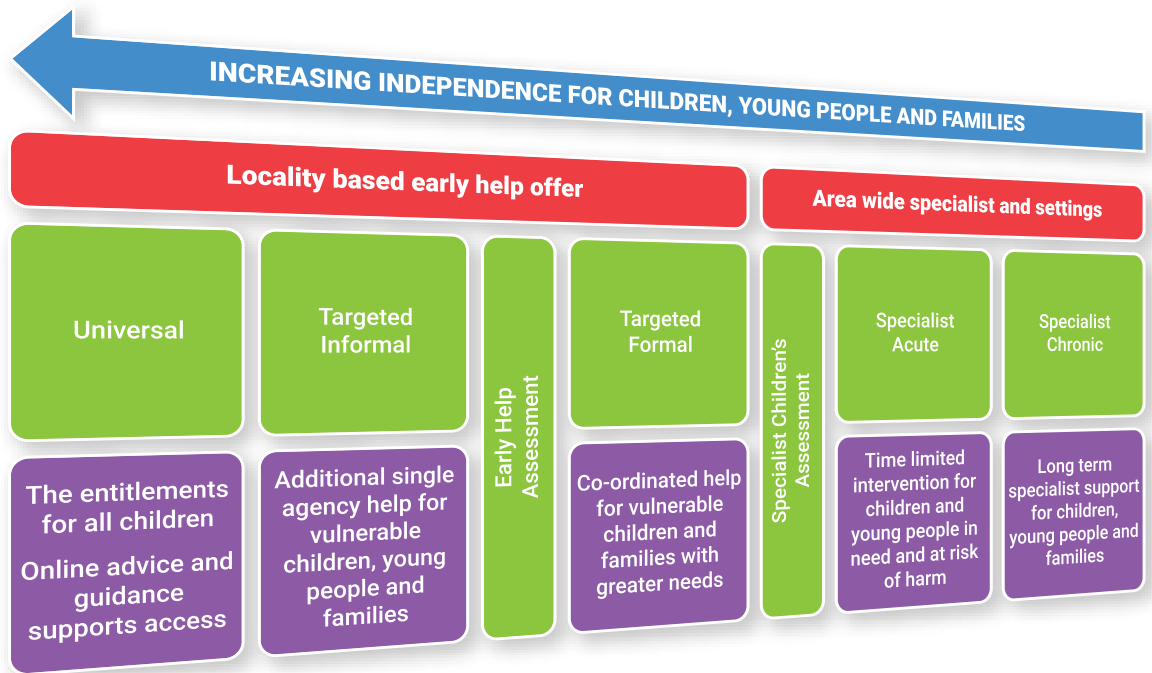
- co-produce with children, young people and families using their strengths and assets
- build on local strengths and assets to enhance multi-agency practice
- target support to the most vulnerable
- work more closely with partners to enhance children, young people and families ability to become independent from additional services
- work to develop more robust and efficient systems across the partnership
- scope and develop assurance processes across safeguarding partner organisations and relevant partners leading to improved practice and outcomes
- link to wider ambitions for example, co-location and partnership approach to early effective intervention and demand management
- be responsible for liaising with agencies to develop use of data and intelligence to form insight and spark innovation
- link to other boards and cross regionally/nationally

One of the roles of the Multi-Agency Innovation Hub will also be to contribute to an innovative approach to developing locality resilience and meeting the needs of the most vulnerable via a targeted approach.

The core hub will be funded through and/or have direct posts from across the safeguarding partners. Moving forward, it is our intention to identify further opportunities for key officers in other agencies to be co-located in the hub to build on the principles of the Multi-Agency Innovation Hub as identified above.

## Helping Children and Families

The expectation is that families and communities will be supported to become more independent and resilient. The model below represents a framework to describe the level of need a child, young person or family may have and the nature of support that is available at each level.



The model reflects the ambition to provide early help to enable children and families to have positive outcomes and reach their full potential independent from additional services. The challenge for all is to offer help and support swiftly, by reducing 'process' so that children and families with emerging need can be supported within the context of the service being delivered at that time. Where help is necessary, this should be timely and provided in the least intrusive way, building on the strengths of children, young people and families to ensure they are resilient and safeguarded.

The Helping Children and Families (Threshold Document 2016/2020) provides further detail and describes the services available for supporting children and families to stay independent and the thresholds applied in accessing a service and local action.



## Partnerships

The Children's MARS arrangements have been established in the context of wider partnership arrangements across the 'place' of North Lincolnshire. As such, the Children's MARS arrangements link into other strategic partnership workstreams that support children, young people and families, including the Health and Wellbeing Board, Safeguarding Adult Board, the Channel Panel, Community Safety Partnership Board, Family Justice Board and the Multi-Agency Public Protection Arrangements. The local arrangements also link to other underpinning and associated partnership forums.

A strategic board and partnership structure is detailed on the next page.



**BUSINESS FUNCTIONS** e.g. training, communications, performance, commissioning, funding etc

**SCRUTINY AND ASSURANCE FRAMEWORK**

**North Lincolnshire Place Partnership Board**

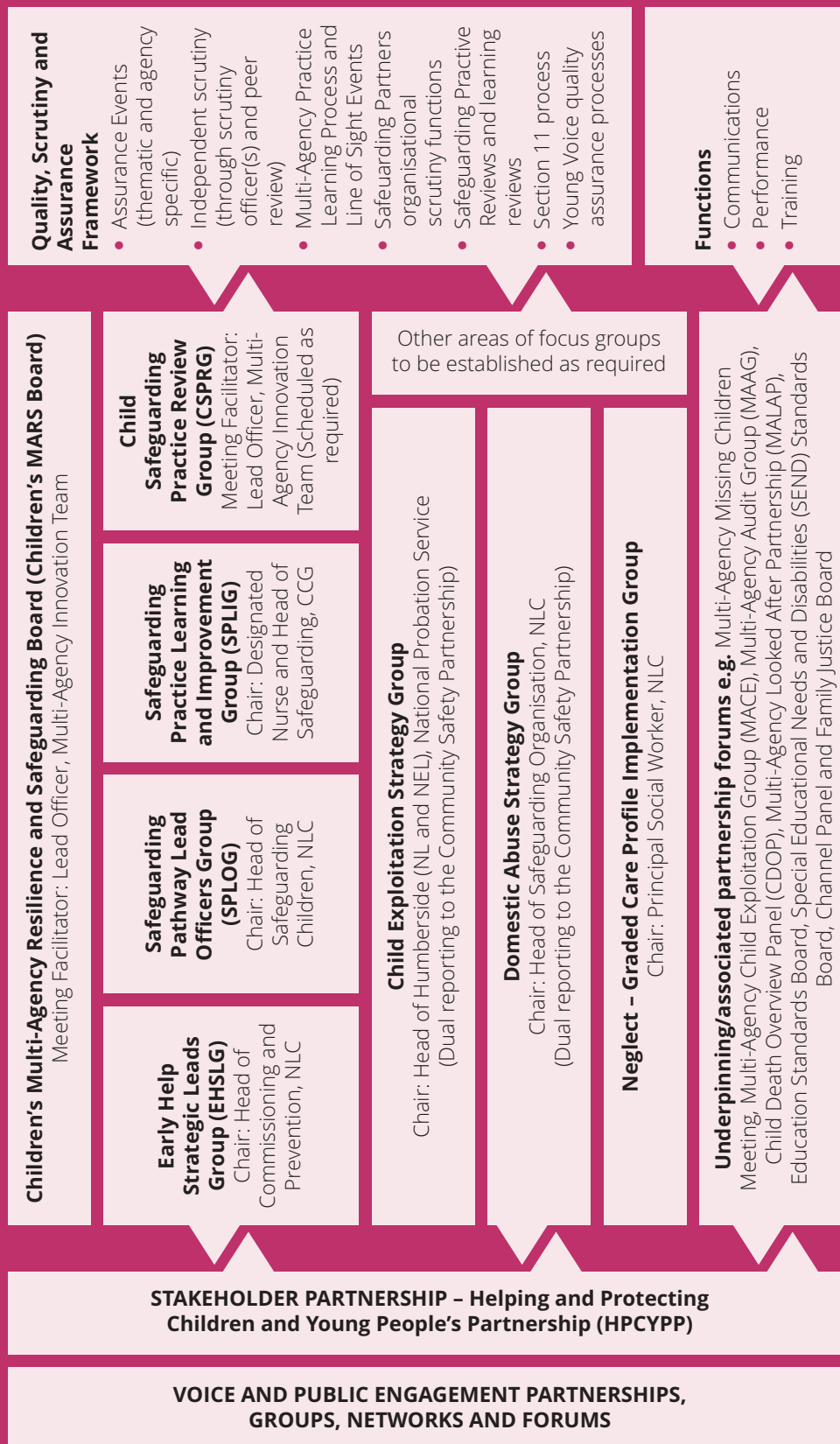
**Other board's and partnerships under the auspices of PROSPEROUS AND CONNECTED**

WELL	<p><b>Health and Wellbeing Board</b> Chair: Leader of the Council</p>
SAFE	<p><b>Youth Offending Management Board</b> Chair: Superintendent, Humberside Police</p>
<p><b>Corporate Parenting Board</b> Chair: Cabinet Member, Children, Families, Learning and Leisure</p>	<p><b>Other associated/underpinning partnership forums e.g.</b> Multi-Agency Looked After Partnership (MALAP), Education Standards Board, Special Educational Needs and Disabilities (SEND) Standards Board, Channel Panel and Family Justice Board</p>
<p><b>Community Safety Partnership Board</b> Chair: Chief Superintendent, Humberside Police</p>	
<p><b>Safeguarding Adults Board</b> Independent Chair</p>	
<p><b>Children's Multi-Agency Resilience and Safeguarding Board (Children's MARS Board)</b> Meeting Facilitator: Lead Officer, Multi-Agency Innovation Team</p>	

**STAKEHOLDER PARTNERSHIPS** e.g. Children and Young People's Partnership, Adults Partnership, Helping and Protecting Children and Young People's Partnership etc

**VOICE AND PUBLIC ENGAGEMENT PARTNERSHIPS, GROUPS, NETWORKS AND FORUMS**

The Children's MARS arrangements are underpinned by a robust partnership structure, which is outlined below:



The roles and functions of the Children's MARS Board and the underpinning groups and partnerships are detailed further in the **Children's MARS Board Memorandum of Understanding**.

## Safeguarding Partners and Relevant Agencies

### Leadership

In North Lincolnshire, the safeguarding partner organisations and the lead representatives are:

- North Lincolnshire Council – Chief Executive
- North Lincolnshire Clinical Commissioning Group – Accountable Officer
- Humberside Police – Chief Constable

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements underpinned by equitable and proportionate funding including through any contributions from relevant agencies.

Locally, the lead representatives have delegated their functions to the:

- Director of Children and Community Resilience, North Lincolnshire Council
- Director of Nursing and Quality, North Lincolnshire Clinical Commissioning Group
- Designated Chief Superintendent, Humberside Police

These safeguarding partners have the responsibility and authority for ensuring full participation with the Children's MARS arrangements, though the lead representatives remain accountable for any actions or decisions taken on behalf of their respective agency.

The lead representatives and those they have delegated their authority to, are able to:

- Speak with authority for the safeguarding partner they represent

- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements

Strong leadership is critical for the Children's MARS arrangements to be effective in bringing together various organisations and agencies. The North Lincolnshire arrangements will be strongly led and promoted, specifically by local area leaders, including the lead representatives from the safeguarding partner organisations and those to whom they have delegated their authority to, the Cabinet Member for Children, Families, Learning and Leisure and through the commitment of chief officers in all organisations and agencies.

More detail regarding safeguarding partners' roles and responsibilities is articulated in the **Children's MARS Board Memorandum of Understanding**.

### Relevant Agencies

The strength of local partnership working is predicated on safeguarding partners working collaboratively together with relevant agencies, whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children. The Children's MARS arrangements will engage local organisations and agencies to collaborate and provide targeted support to children and families. The local approach also enables joint identification of, and response to, existing and emerging needs, and to agreeing priorities to improve outcomes for children.

**The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018** sets out the list of relevant agencies that are required to work under the auspices of multi-agency safeguarding arrangements.

It is important to note that:

- although safeguarding partner organisations are not referred to in the regulations, their staff are subject to the Children's MARS arrangements
- that certain key agencies are not listed in the regulations, as their functions are commissioned or otherwise overseen by one or more of the safeguarding partners – for example, GPs, dentists and mental health service providers are already represented variously through the inclusion of CCG's NHS England, NHS Trusts and Foundation Trusts
- the list of relevant agencies is intentionally focussed at a strategic, agency-based level – it is not intended to be an exhaustive list of all bodies and individuals which come into contact with children

Local safeguarding partners have selected relevant agencies in North Lincolnshire based on those that are evident in the built environment, those with whom safeguarding partners have a relationship with and those who have responsibility for and who can actively contribute to helping and protecting children in North Lincolnshire.

The list of locally selected relevant agencies may change over time to reflect those present in our local footprint.

Other organisations and agencies who are not named in the relevant agency regulations have been included in the local Children's MARS arrangements. Examples of these are Humberside Fire and Rescue Service, Ongo Homes, the voluntary, charity, social enterprise sector who provide activities, support and services for children and families, private sector organisations, faith-based organisations and other health providers. Organisations and agencies who are not named in the relevant agency

regulations, whilst not under a statutory duty, should nevertheless cooperate and collaborate with the safeguarding partners particularly as they may have duties under section 10 and/or section 11 of the Children Act 2004.

Where a relevant agency has a national remit, such as the British Transport Police and Cafcass the safeguarding partners will collaborate and take account of that agency's individual responsibilities and potential contributions towards a number of local safeguarding children arrangements. The safeguarding partners have secured the clinical expertise of designated health professionals for safeguarding and looked after children within their arrangements.

The full list of selected relevant agencies and other organisations and agencies included in the local Children's MARS arrangements is detailed in appendix 1. Relevant agencies who have been selected must act in accordance with the Children's MARS arrangements.

The list of selected relevant agencies and other organisations and agencies is flexible as new organisations or agencies can be included if they set up in the area. At these times, the list will be revised and republished as appropriate.

Selected relevant agencies and other organisations and agencies included in the local Children's MARS arrangements are subject to our scrutiny and assurance arrangements. See section 5.

### **Early years settings, schools, colleges and other education providers**

Early years providers play a crucial role in safeguarding and promoting the welfare of children, as defined by their duties under Section 40 of the Childcare Act 2006. There are robust arrangements in place at a strategic and operational level to engage with early years providers to ensure they are fulfilling their safeguarding responsibilities, for example through annual safeguarding audits and termly line of sight meetings focussing on safeguarding.

Safeguarding partners also acknowledge the pivotal role that schools, colleges and other educational providers play in safeguarding and promoting the welfare of children, as detailed in the statutory guidance Keeping Children Safe in Education 2018. There are established, collaborative relationships with schools and colleges, which are built on open and transparent partnership arrangements and well-embedded, innovative mechanisms for young voice. For example Primary and Secondary Matters Forums, established mechanisms to engage with the Designated Safeguarding Leads forum and frameworks for undertaking safeguarding audits.

Through the Multi-Agency Innovation Hub there will be opportunities to build on existing mechanisms and develop an even more unique, innovative approach to engaging with early years providers, schools, colleges and other educational providers in the new Children's MARS arrangements.

### **Residential homes for children**

All residential homes for children within North Lincolnshire, including those provided by North Lincolnshire Council and private sector organisations, are selected by the safeguarding partners as relevant agencies. There are mechanisms in place to engage residential homes in local arrangements for example through the section 11 process and the local provider forum.

The Multi-Agency Innovation Hub will continue to engage with residential homes through the existing mechanisms to ensure ongoing engagement with all residential homes in the new Children's MARS arrangements.

### **Geographical area**

The geographical footprint for the Children's MARS arrangements is the North Lincolnshire local authority area.

The geographical footprint corresponds with that of the North Lincolnshire CCGs footprint. Humberside Police covers the North Lincolnshire local authority area and three other local authority areas.

The safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of children from North Lincolnshire who live or are placed outside of our local authority area.

Likewise, the safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of all children who live within the North Lincolnshire local authority area including looked after children placed in North Lincolnshire by other local authorities or those who move into our local area.

## Child Safeguarding Practice Reviews

The responsibility for how the system learns lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel (the Panel) and at a local level with the safeguarding partners.

Serious child safeguarding cases are those in which:

- abuse or neglect of a child is known or suspected and
- the child has died or been seriously injured

The three safeguarding partners must make arrangements to:

- identify serious child safeguarding cases which raise issues of importance in relation to the area
- commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken

The local process for identifying and making decisions on whether to undertake reviews, how lessons are learnt and embedded in practice are outlined in the **Children's MARS Board Policy and Procedures – Improving Child Protection and Safeguarding Practice**.

### Publication of Local Child Safeguarding Practice Reviews

Local safeguarding partners must send a copy of the full report to the Panel and to the Secretary of State no later seven

working days before the date of the publication. Where the safeguarding partners decide only to publish information relating to the improvements to be made following the review, they must also provide a copy of that information to the Panel and the Secretary of State within the same timescale. They should also provide the report, or information about improvements, to Ofsted within the same timescale.

Depending on the nature and complexity of the case, the report should be completed and published as soon as possible and no later than six months from the date of the decision to initiate a review. Where other proceedings may have an impact on or delay publication, for example an ongoing criminal investigation, inquest or future prosecution, the safeguarding partners should inform the Panel and the Secretary of State of the reasons for the delay. Safeguarding partners should set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report of information relating to the improvements. Safeguarding partners should have regard to any comments that the Panel or the Secretary of State may have in respect of the publication.

Every effort should also be made, both before the review and while it is in progress, to (i) capture points from the case about improvements needed, and (ii) take corrective action and disseminate learning.

### **Actions in response to local and national reviews**

There is an ongoing commitment to continuous learning and improvement leading to enhanced practice and improved outcomes and experiences. Safeguarding partners will continue to take account of the findings from all local and national reviews with a view to considering how identified improvements should be implemented locally. This includes the way in which organisations and agencies work together to safeguard and promote the welfare of children. Findings from local reviews undertaken in North Lincolnshire will be shared with relevant parties locally and there will be regular auditing to ascertain progress on the implementation of recommended improvements.

The sustainability of these improvements will be monitored regularly and followed up to ensure that there is a real impact on improving outcomes for children.

The responsibility for these functions will be met through the Child Safeguarding Practice Review Group, which has representation from the three safeguarding partner organisations.

Safeguarding partners should have regard to any guidance that the Panel publishes. When further guidance is issued, it will be incorporated into the **Children's MARS Board Policy and Procedures Improving Child Protection and Safeguarding Practice**.





## Scrutiny and Assurance

The Children's MARS arrangements have been developed to create an environment that is conducive to robust scrutiny and constructive challenge. The arrangements include opportunities to proactively catch local agencies and organisations before they fall as well as a partnership approach to learning and improvement across the multi-agency children's safeguarding system.

Locally, there is a culture of challenge and holding partners to account. There are embedded systems and processes for professional challenge across the safeguarding system and there is evidence of scrutiny and assurance arrangements in place at all levels across our safeguarding partner organisations.

There is an ongoing drive and commitment to ensure continuous improvement leading to better outcomes and experiences for our children, young people and families and North Lincolnshire's early adopter status has provided opportunities to further test and develop innovative approaches to scrutiny and assurance. Through the Children's MARS Board Scrutiny and Assurance Framework, a range of mechanisms are in place to ensure scrutiny and assurance including independent scrutiny, which are:

- Section 11 Process
- Assurance Events
- Practice Learning Process and Line of Sight Events
- Peer Review

These mechanisms provide opportunities for quality assurance, case tracking and deep dives into specific agencies, themes, cohorts and areas of focus.

In the spirit of continuous learning and a responsive approach, there will be ongoing review of the Children's MARS Board Scrutiny and Assurance Framework, including independent scrutiny arrangements. This reinforces the local ethos of being forward thinking and outward looking and the ongoing drive towards 'breaking the mould', while ensuring the approach to scrutiny and assurance continues to be transparent and inclusive.

The Children's MARS Board Scrutiny and Assurance Framework, which is developed in a contemporary context taking innovative approaches, enables safeguarding partners to:

- have assurance of whether all agencies are fulfilling their responsibilities to safeguarding and promoting the welfare of children
- have assurance of whether all agencies are joined up and working together to safeguard and promote the welfare of children across the safeguarding system
- have a direct line of sight to frontline practice
- have live conversations with frontline practitioners
- talk with and receive direct feedback from children, young people and families
- test the interconnectedness between performance, practice and the voice of the child, young person and family
- take account of independent scrutiny which helps to determine the effectiveness of our arrangements including arrangements to identify and review serious child safeguarding cases
- be confident about the authenticity of the report they will publish at least once a year

The Children's MARS Board Scrutiny and Assurance Framework provides clarity regarding our arrangements and outlines who will conduct the assurance function, how arrangements will be reviewed and how any recommendations will be taken forward. This includes the process and timescales for ongoing review of the arrangements to ensure they remain fit for purpose. The Children's MARS Board Scrutiny and Assurance Framework also outlines mechanisms for scrutinising our Children's MARS arrangements through individual safeguarding partners organisational scrutiny functions, the outcomes of which can contribute to learning across the wider partnership as well as the individual organisations themselves.

### **Independent Scrutiny**

The role of independent scrutiny is critical to provide assurance in judging the effectiveness of the Children's MARS arrangements, including arrangements to identify and review serious child safeguarding cases.

Independent Scrutiny Officer(s) will play a significant role in the Children's MARS Board Scrutiny and Assurance Framework, as will safeguarding partners and representatives from selected relevant agencies, to engage in peer review processes and further opportunities for peer review processes at a regional and national level.

Safeguarding partners will be jointly responsible for identifying Independent Scrutiny Officer(s) who should have suitable attributes, skills, knowledge and understanding of the children's safeguarding system. It is anticipated that there will be a small pool of Independent Scrutiny Officer(s) from a range of backgrounds, which will ensure different perspectives and provide a degree of flexibility and capacity to contribute to the scrutiny and assurance arrangements as required.

Local arrangements for independent scrutiny will:

- provide objectivity, act as a constructive critical friend and promote reflection to drive continuous improvement
- provide an independent evaluation of the effectiveness of local multi-agency arrangements to safeguard and promote the welfare of all children in North Lincolnshire
- listen to the experiences of children, young people and families to ascertain how effectively local arrangements are working for them
- provide opportunities for an independent perspective of frontline practice through direct conversations with practitioners and how effectively the arrangements are working for them
- consider how well the safeguarding partners are providing strong leadership
- report to the safeguarding partners any recommendations from their scrutiny and assurance activities
- contribute to a wider system of independent scrutiny which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections
- scrutinise the Children's MARS arrangements annual report

Independent scrutiny can also assist in the event of a disagreement between the safeguarding partners and/or relevant agencies involved in the Children's MARS arrangements (more details in dispute resolution section within the **Children's MARS Board Memorandum of Understanding**).

The local arrangements for independent scrutiny are outlined in the Children's MARS Board Scrutiny and Assurance Framework. The role of the Independent Scrutiny Officer(s) is also referenced in the **Children's MARS Board Memorandum of Understanding**.

## **Learning and Improvement**

The key element of our scrutiny and assurance process is on learning and improvement. The Safeguarding Practice Learning and Improvement Group will have representation across the three safeguarding partner organisations and other selected relevant agencies. The group will be responsible for co-ordinating the outcomes of scrutiny and assurance activity and will monitor, implement and review areas for development to ensure we positively impact on our commitment towards continuous improvements across frontline practice. In addition, the group will conduct non-statutory local learning reviews and disseminate learning from these and local and national child safeguarding practice reviews, other national reports and research.

There are also learning and improvement opportunities through the Multi-Agency Audit Group (MAAG) which feeds into the Safeguarding Practice Lead Officers Group (SPLOG). The MAAG meets on a monthly basis to provide multi-agency audit and quality assurance of practice at key points along the safeguarding pathway.

Overall, the learning will contribute to further strengthening the safeguarding system, multi-agency practice and the nuanced approaches that services can develop.



## Multi-Agency Training

Locally, there is an ongoing commitment to developing a consistent approach to multi-agency training, which is underpinned by robust evaluation processes to ensure that the training programme is clearly focussed on the needs of partners to deliver effective services. In addition to needs analysis, the training programme is informed by case audit processes, local and national case reviews and research. Through the Multi-Agency Innovation Hub, there will be further developments to enhance the commissioning, delivery, monitoring and evaluation of the effectiveness and impact of multi-agency training. The outcomes will be fed into partnership processes and this information will also be included in the annual report.

Under the auspices of our Children's MARS arrangements, the safeguarding partners will undertake needs analysis to understand what training is required locally. All safeguarding partner organisations and the locally selected relevant agencies will be required to contribute. A Children's MARS Board training programme is available on the website, developed on an annual basis and published through the website. Training is available at a basic, intermediate and masterclass level. The training programme is flexible, updated and republished as required to reflect local need.

Continuous learning, a collective understanding of new and emerging threats, trends and issues, familiarising ourselves with evidenced based practice about what works, utilising research and ultimately providing the children's workforce with the knowledge, skills and mind-sets to transform the rhetoric of training into day to day practice is key to improving outcomes for our children, young people and families.

As outlined in **Working Together to Safeguard Children 2018**, multi-agency training is important for supporting the collective understanding of local need and for practitioners to be effective in universal services and across the safeguarding pathway. This spans from early help through to targeted and specialist services including looked after children and care leavers. To be effective practitioners need to continue to build their knowledge and skills and be aware of the new and emerging threats.

Individual organisations and agencies are required to ensure that their workforce is sufficiently trained and competent in safeguarding children and to meet the needs of the children, young people and families. The premise of multi-agency training is that it is 'added value' and 'better together' to provide a collective understanding of the local needs of children and families.

In addition to training activities, there will also be development opportunities under the auspices of the Children's MARS arrangements focussed around information sessions, practice forums and conferences. These development activities promote putting theory and research into practice, developing evidence-based practice and expertise, sharing perspectives and learning and enhancing confidence in helping and protecting children and young people. Publications that support learning and that may be of interest will also be made available through communications routes and published on the Children's MARS Board website.

## Funding Arrangements

Safeguarding partners' will provide equitable and proportionate funding to the Children's MARS arrangements. The funding will be sufficient to cover all elements of the arrangements and consists of actual funding and in kind resources.

In addition, safeguarding partners will contribute to the development and delivery of the training programme, communications, marketing and events.

In the event of a child safeguarding practice review, funding will be met by the three safeguarding partners and where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the full costs of any child safeguarding practice review arrangements.



## Voice and Engagement

Voice, engagement activity, co-production and working collaboratively with children and young people's perceptions, aspirations and skills is an area of strength in North Lincolnshire, as was highlighted in the 2017 Ofsted inspection. Ofsted highlighted that 'the overwhelming strength of the board is the voice of the child in the development of services, influencing practice and contributing to the learning and development of all agencies working with children. This ensures a clear focus on what it is like to be a child in North Lincolnshire'.

Building on this strong foundation of voice and engagement, the safeguarding partners will forge the new approach to working with young people into a more enduring model that focuses on understanding strengths and assets, as well as contextual safeguarding issues. It will acknowledge individuals as the experts in their own lives and manage risk facing behaviours in a positive way.

The ambition is to engage with all children and young people who experience services, particularly the harder to engage. Agencies and organisations will make sure that the information, help, protection and services are available at the right time and the right place leading to better outcomes where children and young people are resilient and safe.

Partners are committed to engaging with children, young people and families at an individual, service and strategic level. We will make use of the various systems, processes, groups and forums in place to gather the views of children, young people and families, either directly through services, via independent voice representatives or via established groups and networks.

We will work with established groups and forums where children and young people can have their say, share their views and experiences, challenge and support local decision makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. These include:

- Stay Safe Consultation Group
- Buddy Meetings
- Cool Kidz Club
- SuperKidz
- Children in Care Council
- Youth Council
- Positive Steps Working Group
- Parent Involvement Partnership
- Patient and Community Assurance Group
- Independent Advisory Group

Through our implementation, we will look at further opportunities to develop our engagement mechanisms including the establishment of a Shadow Children and Young People's MARS Board.

We will also encourage and support children and young people to have their say through other mechanisms, including:

- Routine feedback from children and young people involved with services
- Primary, adolescent and college lifestyle surveys
- Staying Safe Conferences
- Involvement of young people in the scrutiny and assurance framework
- Involvement of young people in commissioning and recruitment
- Involvement in 'Make Your Mark' annual youth ballot where young people get to vote on issues that matter to them
- Attendance at key boards and partnerships

Emerging issues, themes, impacts and outcomes of engagement will be fed into Children's MARS arrangements partnership structure.

The impact of engagement with children and young people will:

- systematically shape priorities, service development and delivery and also individually support children, young people and families

- enable information to be developed with young people for young people
- enable young people to have more awareness of the issues, a greater understanding of what information, services and support is available and be more empowered to help keep themselves safe and make positive choices
- promote child and adolescent resilience in some way
- will improve their confidence, improve skills and improve outcomes
- promote supportive relationships and safeguarding arrangements between young people, their families, peers, schools and colleges, practitioners and senior leaders

Through the Multi-Agency Innovation Hub, there will be a strengthened partnership approach to understanding the views and experiences of children, young people and families, particularly the most vulnerable. There will also be opportunities to further develop new and innovative ways of working collaboratively leading to co-production that builds on individuals' strengths and assets.



## Performance Data and Intelligence

The Children's MARS Board uses data and intelligence to assess the effectiveness of the help being provided to children and families across the safeguarding system, from early help to looked after children and care leavers and is focussed around the journey of the child.

We are confident that there is a wealth of performance data and intelligence that is used across the partnership. Through the Multi-Agency Innovation Hub, there are opportunities to further develop our performance data and intelligence across the partnership and bring together one multi-agency dataset to orientate our analysis towards measuring collective interventions and outcomes across the safeguarding system. The Multi-Agency Innovation Hub will facilitate further work to develop our approach to the principles of Outcomes Based Accountability, which identifies five key questions to inform our monitoring, evaluation and next steps planning:

- What is the outcome we want for our children, young people and families?
- What is the curve we want to turn – what does success look like?
- What is the story behind the baseline – where have we been and where are we headed?

- How much did we do, how well did we do it and is anyone better off (performance measures)?
- Are we making a difference (indicators)?

A culture of continuous learning and improvement, with both challenge and support for leaders at all levels, has set high standards and expectations for systems leaders, safeguarding and service leaders and practice leaders, safeguarding partner organisations and selected relevant agencies/other agencies included in our arrangements. At the same time, it enables the workforce to be confident that decisions and 'risks' are shared and helps to ensure that high quality and safe practice, based on achieving the most positive outcomes for children and families is the norm.

A wide range of performance, activity and compliance data is regularly used across the workforce to aid ongoing management oversight and ensure best practice. This is a key feature of the Children's MARS Board Scrutiny and Assurance Framework, which also incorporates case audit, quality assurance, practice observations and service user feedback and views.

Performance data and intelligence is routinely collated and fed into key partnership arrangements, as follows on the next page:



<b>Children's MARS Board</b>	A performance and data exceptions report will be collated on a quarterly basis and is to be focussed around the journey of the child. This will be inclusive of key performance and data across the safeguarding system including early help, children in need, children in need of protection, children in care and care leavers. The Children's MARS Board will access the full performance pack to highlight other trends and data items as appropriate in exercising their duties.
<b>Early Help Strategic Leads Group</b>	Performance and data report will be collated on a quarterly basis focussed around the child's journey relating to early help activity and impacts.
<b>Safeguarding Partnership Lead Officers Group</b>	Performance and data report will be collated on a quarterly basis focussed around the child's journey across the safeguarding pathway including activity and impacts.
<b>Safeguarding Practice Learning and Improvement Group</b>	The group will focus on outcomes of local and national Child Safeguarding Practice Reviews, other learning reviews and activity associated with the Children's MARS Board Scrutiny and Assurance Framework, including independent scrutiny.
<b>Thematic Groups</b>	<p>Performance and intelligence profiles pertaining key areas of focus will be available on a regular basis through key partnership groups, as follows:</p> <ul style="list-style-type: none"> <li>• Child Exploitation (sexual and criminal exploitation and missing children) profile at Child Exploitation Strategy Group</li> <li>• Domestic Abuse profile at Domestic Abuse Strategy Group</li> <li>• Neglect performance data, including on Graded Care Profile2 assessment tool at Neglect Graded Care Profile Implementation Group</li> </ul>

This is not exhaustive of all the opportunities for oversight, but does take account of the performance and intelligence monitoring across the key Children's MARS arrangements partnership structure.

There will be a flexible approach to monitoring performance and intelligence to ensure that the information collated relates to current need and any new and emerging threats to inform decision-making and strategic direction leading to better outcomes.

## Annual Report and Review

This plan will be refreshed and republished in June 2019 as this will provide us with an opportunity to further refine and reshape our plan to take account of our local learning from our early adopter innovations and as our local arrangements become more embedded.

The annual report will set out what has been done as a result of local Children's MARS arrangements and how effective the arrangements have been in practice. The annual report will also include actions relating to any local child safeguarding practice reviews or national child safeguarding practice reviews as relevant and what safeguarding partners have done as a result.

In addition, the report will also include:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies on outcomes for children and families
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities
- A record of actions taken by the safeguarding partners in the report's period (or planned to be taken) to implement the recommendations of any child safeguarding practice reviews

- Ways in which the partners have sought and utilised feedback from children, young people and families to inform their work and influence service provision

The annual report will be endorsed by the Children's MARS Board on behalf of the North Lincolnshire Council Chief Executive, North Lincolnshire Clinical Commissioning Group Accountable Officer and Chief Officer of Humberside Police. Following endorsement, the report will be distributed through relevant routes across the three safeguarding partners (via North Lincolnshire Council's democratic functions, the Clinical Commissioning Group's Governing Body and Office of the Police and Crime Commissioner).

It will also be distributed across relevant partnership arrangements.

The annual report will be subject to independent scrutiny by the Independent Scrutiny Officer(s) prior to final publication.

**Any queries regarding the Children's MARS arrangements and contents of this plan, please contact the Multi-Agency Innovation Hub via email: [mars@northlincs.gov.uk](mailto:mars@northlincs.gov.uk)**

## APPENDIX 1

# List of selected relevant agencies and other agencies included in the Children's MARS arrangements

EDUCATION AND CHILDCARE
<b>Academies</b>
<b>Primary</b>
<ul style="list-style-type: none"><li>• Crowle Academy</li><li>• Epworth Academy</li><li>• Hibaldstow Academy</li><li>• Oasis Henderson Avenue Academy</li><li>• Oasis Parkwood Academy</li><li>• St Augustine Webster Catholic Primary Academy</li><li>• St Bernedettes Catholic Primary Academy</li><li>• St Marys Catholic Primary Academy</li><li>• St Norberts Catholic Primary Academy</li><li>• Ulceby St Nicholas Church of England Academy</li><li>• Willoughby Road Academy</li><li>• Worlaby Academy</li></ul>
<b>Secondary</b>
<ul style="list-style-type: none"><li>• Melior Community Academy</li><li>• Outwood Academy Brumby</li><li>• Outwood Academy Foxhills</li><li>• Saint Bede's Catholic Voluntary Academy</li><li>• South Axholme Academy</li><li>• The Axholme Academy</li><li>• The St Lawrence Academy</li><li>• The Vale Academy</li><li>• Winterton Community Academy</li><li>• Huntcliff Academy</li></ul>
<b>16 to 19 academies</b>
<ul style="list-style-type: none"><li>• No local provision</li></ul>
<b>Alternative provision Academies</b>
<ul style="list-style-type: none"><li>• Coritani Academy</li></ul>
<b>Governing bodies (of maintained schools, maintained nursery schools, pupil referral units, further education providers and higher education providers)</b>
<ul style="list-style-type: none"><li>• All governing bodies</li></ul>

### **Any providers of education or training**

- John Leggott College
- North Lindsey College
- Changing Lives, Changing Minds
- Haxey Study Centre
- ACTfast
- Skills Centre Plus
- The Darley Centre

### **Independent educational institutions**

- South Park Enterprise College
- Options (Options Barton)
- Focus School – Ridgeway Campus

### **Schools (under section 342 of the Education Act 1996)**

#### **Primary**

- Alkborough
- Althorpe and Keadby
- Barton St Peters
- Belton All Saints
- Berkeley
- Bowmandale
- Brigg
- Broughton
- Burton Upon Stather
- Castledyke
- Crosby
- East Halton
- Eastoft
- Goxhill
- The Grange
- Guinness and Burringham
- Haxey Church of England
- Holme Valley
- John Harrison
- Killingholme
- Kirmington
- Kirton Lindsey
- Lincoln Gardens
- Luddington and Garthorpe
- Messingham
- New Holland
- Oakfield
- Priory Lane
- Scunthorpe C of E
- South Ferriby
- St Barnabus Church of England
- St Peter and St Paul
- West Butterwick Church of England
- Westcliff
- Westwoodside
- Winteringham

- Wootton St Andrews Church of England
- Wrawby St Marys
- Wroot Travis
- St Luke's Primary School (Community Special School) (3 to 11)

### Secondary

- Baysgarth School
- Frederick Gough School
- Sir John Nelthorpe School
- St Hugh's Communication and Interaction Specialist College (11 to 19)

### Special post 16 institutions

- No local provision

### Childcare providers

- All childcare providers

### Children's Centres

- Ashby Children's Centre
- Barton Children's Centre
- Brigg and Kirton Children's Centre
- Frodingham Children's Centre
- Henderson Avenue Children's Centre
- Little Goslings Children's Centre
- Manor Farm Children's Centre
- North Axholme Children's Centre
- South Axholme Children's Centre
- Westcliffe and Riddings Children's Centre
- West Street Children's Centre
- Winterton Children's Centre

## HEALTH AND SOCIAL CARE

### NHS England

- NHS England North (Yorkshire and Humber)

### NHS Trust

- East Midlands Ambulance Service NHS Trust

### NHS Foundation Trusts

- Rotherham, Doncaster and South Humber Health Authority NHS Foundation Trust
- Northern Lincolnshire and Goole Hospitals NHS Foundation Trust

### Adoption Support Agency

- North Lincolnshire Council Adoption Service

### Registered adoption society (also known as voluntary adoption agency)

- No local provision

### **Fostering Agency**

- North Lincolnshire Council Fostering Service

### **Children's Homes**

- North Lincolnshire Council (Kingfisher Lodge, Cygnets)
- Esland Care (Mulberry Lodge)
- Absolute Children's Services Ltd (The Old Barn)

### **Residential holiday schemes for disabled children**

- No local provision

## **CRIMINAL JUSTICE**

### **Child and Family Court Advisory and Support Service (CAFCASS)**

- CAFCASS South Yorkshire and Humberside

### **Probation Services**

- National Probation Service (North Lincolnshire and North East Lincolnshire)
- Community Rehabilitation Company (Humberside, Lincolnshire and North Yorkshire)

### **Youth Offending Hubs**

- North Lincolnshire Council Youth Offending Service

## **POLICE AND IMMIGRATION**

### **British Transport Police**

- British Transport Police Midlands

### **Port Police Forces**

- Port Police Force operational in the area

### **Border Police**

- Border Police operational in the area

## **MISCELLANEOUS**

### **Charities**

- Barnardos
- The Blue Door
- Others charities commissioned by safeguarding partners

### **Religious Organisations (as set out in the school admissions regulations 2012)**

- Any operational in the area

### **Sport and Leisure providers**

- All sport and leisure providers

## OTHER AGENCIES INCLUDED IN THE CHILDREN'S MARS ARRANGEMENTS

### Voluntary Community Social Enterprise

- Voluntary Action North Lincolnshire
- Pathways Horizons Accommodation Support Education (PHASE)
- Carers Support Centre
- Home Group
- Drug Education Liaison Treatment Agency (DELTA)
- Others significant to the area

### Faith-based organisations

- All faith based organisations

### Private sector organisations

- Private sector organisations who provide activities, support and services to children, young people and families

### Fire and rescue service

- Humberside Fire and Rescue Service

### Health providers

- Virgin Care
- Addaction
- Agencia
- Spire Healthcare
- Thames Ambulance Service Limited

### Others

- ONGO
- Healthwatch
- Office of Police and Crime Commissioner
- Elected Members

This list includes the selected relevant agencies and other named organisations and agencies. Other organisations and agencies with responsibilities for safeguarding and promoting the welfare of children who are not listed will still have a responsibility for working under the auspices of the Children's MARS arrangements.

## APPENDIX 2

# Agencies and Organisations with a duty under Section 11 of the Children Act 2004

Section 11 of the Children Act 2004, places duties on a range of organisations, agencies and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

From a local perspective, Section 11 places a duty on:

- North Lincolnshire Council including children's and other types of services - children's and adult social care services, youth offending service, public health, housing, sport, culture and leisure services, licensing authorities and youth services
- North Lincolnshire Clinical Commissioning Group, General Practitioners and NHS England North (Yorkshire and Humber)
- Northern Lincolnshire and Goole Hospitals NHS Foundation Trust
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- East Midlands Ambulance Service NHS Trust
- Humberside Police, Office of the Police and Crime Commissioner and British Transport Police
- National Probation Service (North Lincolnshire and North East Lincolnshire)
- Community Rehabilitation Company (Humberside, Lincolnshire and North Yorkshire)

These organisations and agencies should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, including:

- a clear line of accountability for the commissioning and/or provision of services designed to safeguard and promote the welfare of children

- a senior board level lead with the required knowledge, skills and expertise or sufficiently qualified and experienced to take leadership responsibility for the organisations or agencies safeguarding arrangements
- a culture of listening to children and taking account of their wishes and feelings both in individual decisions and the development of services
- clear whistleblowing procedures, which reflect the principles in Sir Robert Francis' Freedom to Speak Up Review and are suitably referenced in staff training and codes of conduct, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed
- clear escalation policies for staff to follow when their child safeguarding concerns are not being addressed within their organisation or by other agencies
- arrangements which outline clearly the processes for sharing information, with other practitioners and safeguarding partners
- a designated practitioner (or, for health commissioning and health provider organisations/agencies, designated and named practitioner) for child safeguarding. Their role is to support other practitioners in their organisations and agencies to recognise the needs of children, including protection from possible abuse or neglect. Designated practitioner roles should always be explicitly defined in job descriptions. Practitioners should be given sufficient time, funding, supervision and support to fulfil their child welfare and safeguarding responsibilities effectively



- safe recruitment processes and ongoing safe working practices for individuals whom the organisation or agency permit to work regularly with children, including policies on when to obtain a criminal record check
- appropriate supervision and support for staff, including undertaking safeguarding training
- creating a culture of safety, equality and protection within the services they provide

In addition:

- employers are responsible for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role
- staff should be given a mandatory induction, which includes familiarisation with child protection responsibilities and the procedures to be followed if anyone has any concerns about a child's safety or welfare
- all practitioners should have regular reviews of their own practice to ensure they have knowledge, skills and expertise that improve over time

Section 11 organisations and agencies are subject to our Children's MARS Board Scrutiny and Assurance Framework. See section 5.

Note – other organisations, agencies and individuals have a duty under Section 11, though these are not applicable within this area as they are not evident within the local footprint e.g. Directors of Secure Training Centres.

In addition to these Section 11 duties, which apply to a number of named organisations and agencies (named above), further safeguarding duties are also placed on individual organisations and agencies through other statutes.

Further details regarding the role and responsibilities of local safeguarding partners are articulated in the Children's MARS Board Memorandum of Understanding.







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Council**  
[www.northlincs.gov.uk](http://www.northlincs.gov.uk)



**NHS**  
*North Lincolnshire  
Clinical Commissioning Group*