

## **Sandwell Strategic Partnership Boards Partnership Protocol**

**Sandwell Health and Wellbeing Board**

**Sandwell Safeguarding Adult Board**

**Sandwell Safeguarding Children Board**

**Safer Sandwell Partnership Police and Crime Board**

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## Glossary

- HWBB** – Sandwell Health and Wellbeing Board
- JSNA** – Joint Strategic Needs Assessment
- SSAB** – Sandwell Safeguarding Adult Board
- SSCB** – Sandwell Safeguarding Children Board
- SSP** – Safer Sandwell Partnership, Police and Crime Board

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## Introduction

This protocol was developed to confirm a shared set of values and behaviours which each of the Boards, that will serve to underpin and strengthen partnership work and ensure clear expectations and protocols between all partnerships.

This will ensure a common ground between each of our key partnerships develops which enables a transparent, efficient and clear process for the sharing of knowledge, skills, information and resources and will clarify the distinct roles and responsibilities of the Boards, the inter-relationships between them in terms of their priorities and the means by which we will secure effective co-ordination and coherence.

This paper sets out a proposed protocol and delivery plan which will secure effective joint-working between the four Boards.

A series of values and behaviours underpin the partnership ethos and provide a framework for partnership collaboration:

### Values

- Integrity: doing what we say we will do;
- Equality: recognising uniqueness and treating everyone fairly;
- Empowering: enabling everyone to do their best
- Inspiring: striving for excellence;
- Valuing: treating everyone with respect and dignity;
- Inclusion: valuing equality and diversity and a person centred flexible approach.

### Behaviours

- Commitment to partners;
- Effectively communicate, make decisions and be accountable;
- Combine expertise;
- Actively work to remove barriers to equality of access and opportunity;
- Maintain clarity of expectations and achieve agreed outcomes;
- Monitor, evaluate, review and report on performance, progress and success.

## Working in partnership

Each of the Boards are independent of each other but need to ensure that they take a whole family approach to setting their priorities and reporting performance where warranted.

The following standards are a way for partners to agree the terms within the Partnership Protocol which will enable effective partnership working and will in essence form the Terms of Reference for the group:

- ✓ embed high ethical standards in partnership working;
- ✓ good partnership working, building strong and constructive relationships;
- ✓ hold each other to account and encourage constructive challenge and dialogue between Boards;
- ✓ aid mediation on disagreement by providing reference to clearly defined commitments by partners;
- ✓ exercise leadership by demonstrating high standards of behaviour to other partners and to the public
- ✓ promote trust amongst the wider partnerships demonstrating strategic leader's commitment to a certain standard of behaviour.

### Communication and Engagement opportunities

In order to enhance progress and where necessary scrutinise the work of each board, it is essential to develop clear methods of communication and to identify relevant engagement opportunities.

#### Communication and engagement aims:

- To increase awareness and understanding of local people of the role and work of the 4 statutory boards
- To publicise the progress of the boards to all relevant partners and providers of services

#### Across board communications aims:

- Develop a coordinated approach across the 4 boards
- Ensure information sharing channels are developed and maintained
- Creating *added value* by utilising joint communication and engagement opportunities wherever possible

## Vision for 2030

The Vision for Sandwell was formally adopted by Sandwell Council in July 2017. Although development of the Vision was coordinated by the Council it was done so with full consultation of partners and residents. The result is a series of ten ambitions which paint a picture of what Sandwell should look like in 2030.

In 2030, Sandwell is a thriving, optimistic and resilient community.

It's where we call home and where we're proud to belong - where we choose to bring up our families, where we feel safe and cared for, enjoying good health, rewarding work, feel connected and valued in our neighbourhoods and communities, confident in the future and benefiting fully from a revitalised West Midlands.

### Ambitions for People

	<p>1. Sandwell is a community where our families have high aspirations and where we pride ourselves on equality of opportunity and on our adaptability and resilience.</p>
	<p>2. Sandwell is a place where we live healthy lives and live them for longer, and where those of us who are vulnerable feel respected and cared for.</p>
	<p>3. Our workforce and young people are skilled and talented, geared up to respond to changing business needs and to win rewarding jobs in a growing economy.</p>
	<p>4. Our children benefit from the best start in life and a high quality education throughout their school careers with outstanding support from their teachers and families.</p>
	<p>5. Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods.</p>

## Ambitions for Place

	<p>6. We have excellent and affordable public transport that connects us to all local centres and to jobs in Birmingham, Wolverhampton, the airport and the wider West Midlands.</p>
	<p>7. We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes.</p>
	<p>8. Our distinctive towns and neighbourhoods are successful centres of community life, leisure and entertainment where people increasingly choose to bring up their families.</p>
	<p>9. Sandwell has become a location of choice for industries of the future where the local economy and high performing companies continue to grow.</p>
	<p>10. Sandwell now has a national reputation for getting things done, where all local partners are focused on what really matters in people's lives and communities.</p>

The Vision cannot be achieved by one organisation but requires everyone to work together collaboratively across the borough if we are to deliver the ambitions.

The four key strategic partnerships acknowledge their key role in the delivering the Vision. As places where partners come together to improve services, where collaboration and co-delivery are common place, the Partnerships are ideally placed to champion the Vision and take forward the ambitions, which complement and reflect individual partnership priorities.

At its very core the Vision requires partners to consider how services are delivered and how they could benefit from a collaborative approach to improve outcomes for residents.

## Joint priorities and collaborative working

It is recognised that there are several cross-cutting themes within individual Boards, which each of the partnerships have an interest in. To avoid duplication, and to take leadership of the area, one of the Partnerships will be allocated a lead role.

**Joint Priority 1: *Prevention of Violence and Exploitation (PoVE)*** (already an agreed priority across all 4 boards in 2016.)

A mandate to continue this work collectively would ensure strategic direction is established and operational resources identified to implement the PoVE delivery plan.

**Joint Priority 2: *Develop a joint communications, engagement and training strategy and delivery plan.*** This joint work should reflect the aims laid out in the partnership protocol:

- To increase awareness and understanding of local people of the role and work of the 4 statutory boards
- To publicise the progress of the boards to all relevant partners and providers of services
- Creating *added value* by utilising joint communication and engagement opportunities wherever possible

### **Across all 4 boards internally:**

- Ensure information sharing channels are developed and maintained
- Creating *added value* by utilising joint training, communication and engagement opportunities wherever possible

Other cross cutting areas identified will be allocated a lead partnership as required.

## Suggested way of working

To ensure coordination of work programmes where possible, this protocol suggests a work programme cycle.

The table below sets out what this cycle should look like from each partnership perspective:

JSNA			
HWBB	SSCB	SSAB	SSP
JSNA Programme	Needs Analysis	Needs Analysis	Strategic Assessment
Joint Health & Wellbeing Strategy	SSCB Business Plan	SSAB Business Plan	Police and Crime Plan
Delivery Plan	Delivery Plan	Delivery Plan	Delivery Plan
Commissioning Priorities			
Delivery			
Annual Reviews and Reports			

There should be a formal interface between the Health and Wellbeing Board, the safeguarding boards and SSP at key points including:

- the joint strategic needs assessment programme that drives the formulation of the Joint Health and Wellbeing Strategy and the Safeguarding Boards' Business Plans.

This should be reciprocal in nature ensuring both that the SSP and both safeguarding boards' needs analyses are fed into the JSNA and that the outcomes of the JSNA are fed back into planning cycles and programmes.

- the annual Strategic Assessment undertaken by the SSP will be shared with each of the Boards in order to inform commissioning and other strategic documents;

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- ensuring each Board is regularly updated on progress made in the implementation of the Health and Wellbeing Strategy and the individual Board Business Plans in a context of mutual scrutiny and challenge and;
- annually reporting evaluations of performance to provide the opportunity for reciprocal scrutiny and challenge and to enable Boards to feed any improvement and development needs into the planning process for future years' strategies and plans.

## Desired partnership outcomes

The outcomes from ensuring coordination and collaboration between the Partnerships will be:-

- ✓ securing an integrated approach to the JSNA programme
- ✓ aligning the work of the SSCB Business Plan, SSAB Business Plan with the HWB Strategy and the Police and Crime Plan;
- ✓ ensuring safeguarding is "everyone's business" and is reflected across all statutory board strategies
- ✓ identifying coordinated approaches for performance management, transformational change and commissioning
- ✓ cross board accountability and challenge and "holding to account" four boards for overall performance and contribution
- ✓ identifying opportunities to 'add value' as a collective

## Governance

Our Partnerships need effective governance to make a positive impact and achieve better outcomes for the Borough. This includes having clear protocols for sharing:-

- information, skills and knowledge to achieve improved outcomes within and across all sectors;
- resources be that financial, facilities, time or people for improved efficiencies;
- celebrations and the joint promotion of achievements;
- risk, responsibility and accountability for the delivery of the partnerships aims and objectives.

Each of the Partnerships will make sure that their Board and supporting sub-groups work effectively together to deliver strategic priorities and those cross-cutting issues are addressed by providing effective leadership, strong direction, challenging and/or supporting when necessary.

Each Board will provide an update report on progress or challenges in achieving their priorities on a regular basis. This is specifically to demonstrate:-

- strong leadership to deliver the shared vision;
- to represent the views and policies of their own partnership;
- to contribute to monitoring, evaluation and evidence gathering;
- to challenge under-performance, offering advice and directing boards as appropriate;
- to enable those engaged in partnership working to hold each other to account for the values and behaviours outlined in this document.

## Meetings

- The Chair and Vice Chair shall be agreed and fixed for 12 months to ensure continuity and drive the work programme forward.
- Each of the Partnership Chairs and where applicable the Vice Chairs and the lead officers supporting the Boards will meet on a quarterly basis.
- A work programme will be developed to underpin these requirements and ensure that the fundamental objectives are met.
- The work programme will be developed by the Chairs and supported by Board managers.

**Chair: Chief Superintendent Richard Baker**

**Vice Chair: Audrey Williamson**

(to be reviewed September 2018)

## Overview and Scrutiny

The business of each of the Partnerships is open to scrutiny by all agencies and in particular, the Council's Scrutiny Boards. The working practices of each Partnership should enable Scrutiny to make early, constructive, contributions to policy as well as supporting scrutiny of decisions made, monitoring outcomes and targets achieved and the review of practice and progress.

Partnership members may be required to attend Sandwell Metropolitan Borough Council's Scrutiny Board's, or to respond to issues raised in relation to the discharge of their own organisations crime and disorder functions.

**Review of partnership protocol**

Any proposed amendments to this Partnership Protocol will have to be agreed by the each of the Partnership Boards. This will enable the promotion of transparency and accountability of partnership coordination and decision making.

Once the Partnership Protocol is finalised and all members of the partnership have committed to it, the charter will be a public document.

This document will be reviewed as required, in line with requirements.

	 <p>Audrey Williamson Signed on behalf of Sandwell Safeguarding Children Board</p>
	 <p>Eddie Clarke Signed on behalf of Sandwell Safeguarding Adult Board</p>
	 <p>Cllr Ann Shackleton Signed on behalf of Sandwell Health and Wellbeing Board</p>
 <p>Safer Sandwell Partnership</p>	 <p>Chief Superintendent Richard Baker Signed on behalf of Safer Sandwell Partnership, Police and Crime Board</p>

## Appendix

### 1. Background and statutory basis and responsibilities of the boards

**Sandwell Health and Wellbeing Board (HWBB)** is a statutory body established by Section 194 of the Health and Social Care Act 2012.

The Boards functions are set out in Section 195 (duty to encourage integrated working) and Section 196 (duty to undertake a joint strategic needs assessment of health and social care needs and prepare a joint health and wellbeing strategy). The legislation is underpinned by Department of Health statutory guidance issued in March 2013 on preparation of joint strategic needs assessments and joint health and wellbeing strategies.

The Sandwell Health and Wellbeing Board was established in April 2013 in line with the Health and Social Care Act 2012. The purpose of the board is to act as a forum in which key leaders from the health and care system can work together to improve the health and wellbeing of the Sandwell population and to promote integrated services.

The overall purpose of the Board is to bring together bodies from the NHS, public health and local government, the fire and police service and the voluntary sector along with Healthwatch to jointly plan how best to meet local health and care needs. The principal statutory duties are:-

- to assess the needs of population of Sandwell through a Joint Strategic Needs Assessment (JSNA);
- to set out how these needs will be addressed through a joint health and wellbeing strategy which provides a strategic framework within which all partners can make their own commissioning decisions;
- to promote greater integration and partnership, including joint commissioning focused through co-production integrated provision and pooled budgets.

The key aims for the board are to:-

- i) secure better health and wellbeing outcomes, promoting independence, choice and control for the whole population;
- ii) ensure a joined-up approach on commissioning priorities across NHS, public health, social care for adults and children and related services;

- iii) encourage greater integration across health, social care and related services to improve health and wellbeing outcomes;
- iv) ensure partnership delivery of health and wellbeing priorities;
- v) monitor progress on delivery of agreed joint strategic priorities, holding individual partners to account.

The annual reports from both Safeguarding Boards will be presented to the HWB. The Annual Reports from both Safeguarding Boards will set out how the commissioning plans from the JSNA are promoting effective safeguarding in Sandwell.

The HWBB is chaired by Councillor Ann Shackleton, elected member for Social Care.

### **Safer Sandwell Partnership (SSP)**

The Safer Sandwell Partnership [the Partnership] has a statutory requirement under the 1998 Crime and Disorder Act, and subsequent legislative amendments, to develop and deliver a Partnership Plan which contains community safety priorities based on the current evidence base across the Borough of Sandwell. A summary of the statutory requirements of Community Safety Partnerships is attached at Appendix 3.

Acting as the Community Safety Partnership, the Safer Sandwell Partnership brings together the responsible authorities of the Police, Local Authority, Fire and Rescue Authority, the Clinical Commissioning Group, Probation and the Community Rehabilitation Company to work in collaboration with other statutory / voluntary services and local people to reduce crime and make people feel safer by dealing with issues such as anti-social behaviour, drug and alcohol misuse and re-offending.

A wide range of other partners are identified in legislation as Co- operating Bodies and invitees to participate.

In view of taking on the role of Police and Crime Board for Sandwell as requested by the West Midlands Police and Crime Commissioner, the membership of the partnership has been extended to ensure that community members make up at least 51 Domestic Homicide Reviews (DHRs) were established on a statutory basis under Section 9 of the Domestic Violence, Crime and Victims Act 2004 on 13 April 2011, it is the responsibility of SSP to undertake Domestic Homicide Reviews. Multi Agency Statutory guidance for the conduct of Domestic Homicide Reviews was published in 2011.

The Safer Sandwell Partnerships key areas of responsibility include:-

- ii) commissioning an annual Strategic Assessment which will identify the key crime and community safety issues to be addressed within the Community Safety Plan;
- iii) using the Community Safety Plan to determine priorities for action and set targets for improvement;
- iv) maintaining a strategic overview of trends in relation to crime; offending and reoffending; anti-social behaviour; fear of crime; liveability; drugs and alcohol and cohesion issues in the Borough;
- v) ensuring these actions are implemented, monitoring performance and taking corrective action where necessary;
- vi) seek and collectively agree the allocation of resources to support the delivery of strategic outcomes and to make recommendations to partner organisations about their formal approval;
- vii) consult on, set and monitor local policing and crime plans;
- viii) producing the domestic violence strategy for Sandwell;
- ix) commission domestic violence homicide reviews;
- x) ensure that practitioners have the required skills and knowledge to fulfill their partnership roles and responsibilities, and that the Partnership is equipped to deliver community safety outcomes effectively.

The board is chaired by Chief Superintendent Richard Baker

### **Sandwell Safeguarding Children Board (SSCB)**

Local Safeguarding Children Boards (LSCB's) are the key system in every locality of the country for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the welfare of children. Whilst LSCBs have a range of roles and statutory functions, the primary purpose of this partnership working is to hold each other to account and to ensure safeguarding children remains high on the agenda across their region. The role of Sandwell Safeguarding Children Board is therefore one of scrutiny, challenge and assurance across the multiagency partnership.

Sandwell Safeguarding Children Board (SSCB) is a statutory body established by Section 13 of the Children Act 2004. Section 14 sets out the objectives of the

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Board which are to:-

- Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children; and
- Ensure the effectiveness of what is done by each such person or body for those purposes

Regulation 5 the Local Safeguarding Children Board Regulations 2006 sets out the functions of the Board.

Section 16 of the Children & Social Work Act 2017 adds a new section to the Children Act 2004, setting out revised arrangements for local multi-agency safeguarding partnerships to replace the previous model of local safeguarding children boards (LSCBs). Under the new provisions, safeguarding partners for a local authority area (named as the local authority, clinical commissioning group and police) are required to make arrangements for themselves and relevant agencies to work together in exercising their functions for the purpose of safeguarding and promoting the welfare of children in the area.

As well as provision for new local safeguarding arrangements, replacing Serious Case Reviews and reforming Child Death Overview Panels, the Children & Social Work Act 2017 Act contains important proposals on social work regulation, care leavers objectives of LSCBs and other clauses.

The SSCB has an independent Chair, Audrey Williamson

### **Sandwell Safeguarding Adults Board (SSAB)**

The SSAB is a statutory body whose role it is to ensure that:-

- i. there are appropriate procedures in place in all agencies and between partners in respect of adult safeguarding;
- ii. work with partners to ensure training is available to all staff working with adults across all sectors and on a multi-agency basis;
- iii. the key strategic priorities for safeguarding adults at risk are agreed and formed the basis of our ongoing work;
- iv. where necessary, serious case reviews and learning reviews will be convened to identify key learning.

The Care Act 2014 expanded the objectives of the SSAB which are to enable and protect adults with additional support needs (as defined by the Care Act

2014) by coordinating and ensuring the effectiveness of what each of its members does.

As with the Children's Board the Local Safeguarding Adult Boards (LSAB's) are the primary structure throughout England for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the

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welfare of those adults who are considered to have 'care and support needs'. (as defined by the Care Act 2014)

The main objectives of the SSAB is to assure itself that local safeguarding arrangements and partners act to enable and Safeguard adults who live in Sandwell who have care and support needs.

The introduction of the Care Act 2014 ensured SSAB is placed on a 'statutory' footing. Membership must include our statutory partners Adult Social Care, Clinical Commissioning Group's and the Police. Other local partners will also be members.

The SSAB has a strategic role that is greater than the sum of the operational duties of the core partners. It oversees and leads adult safeguarding across Sandwell and will be interested in a range of matters that contribute to the prevention of abuse and neglect.

A SAB has three core duties:

- ✓ It must publish a strategic plan for each financial year
- ✓ It must produce an annual report
- ✓ It must conduct any Safeguarding Adult Reviews

The statutory SSAB will mirror the processes of the SSCB.

The SSAB has an independent Chair, Eddie Clarke

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