



Tameside Safeguarding
Children
Board

Annual Report
2010-2011

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Annual Report Foreword Tameside

Welcome to Tameside's Safeguarding Children Boards Annual Report, I do hope you find it useful.

The report highlights the high level of deprivation to be found in the Borough and the consequences this has on children and young people and the work of the Board for example a high level of need for child in need of support and protection services. It describes the way in which the Board carries out its statutory duties and how we are beginning to see some positive progress from the changes to the culture, structure and governance arrangements introduced last year. It identifies the major challenge for organisations as being early help for children and their families to prevent difficulties escalating into crises and the way in which the Children's Trust and the Board have worked together to address this.

This year all organisations, whose work brings them into contact with children and families have faced tremendous pressures following the government's Spending Review. All public services have had to make the most difficult decisions as a result of significantly reduced funding. This has led to job losses; a reduction of some and wholesale changes to the way services are commissioned and provided. These actions, together with the government's austerity measures, have had an adverse effect on everyone who lives or works in Tameside.

It has been really encouraging that throughout this challenging period, Board members have continued to work together in an open and frank way to make sure that the most vulnerable children and young people in the Borough continue to be safeguarded. Despite the severity of the cuts members have all been determined to protect safeguarding services to minimise the impact on children and their families.

In these uncertain times it's even more difficult for staff and their managers, working on the front line, to maintain the high level of work needed to protect children. I know from the quality assurance activities of the Board that we have many totally committed staff who are prepared to go that extra mile to safeguard children and on behalf of all Board members I want to thank you for the job you do in keeping Tameside's children safe.

During 2010/11 the Board will face many challenges; we are expecting the final report from Professor Munro on her review of child protection services and I am sure this will require a considerable shift in the way this work is undertaken, Child Sexual Exploitation is challenging most Boards currently, we need to make sure that in Tameside children and young people are aware of the issue, that those young people involved receive the right support and that the perpetrators are brought to justice. We are committed to involve children and carers more effectively in the work of the Board and to ensure that all partnerships in the Town are doing what they can to safeguard and promote the welfare of children. The greatest challenge will come from the continuing financial pressures and the significant changes,

especially in the Health economy, to the way in which services will be commissioned and delivered over the next few years. However, I know that there is a long history of excellent partnership working in the Borough and a real commitment to ensuring that safeguarding children remains a high priority for all involved.

As always there's a lot to do but I believe that if we continue to work together and use this opportunity for change to improve our practices we can make a difference to the lives of children and their families in Tameside.

A handwritten signature in black ink that reads "Lynn Jones". The signature is written in a cursive style with a large initial "L" and "J".

Lynn Jones

Independent Chair

Introduction:

This Annual Report sets out the work of TSCB to improve the safeguarding of children in Tameside. To put the work of the Board in a local context it's helpful to have an understanding of Tameside as a place where children and families grow and live together.

Tameside has a total population of 213,043, of which 50,571 are under the age of 18; children make up 23.7% of the total population.

We are ranked as being just above the 10% most deprived areas in England with 21% people of a working age claiming a key benefit, compared to 19% for regional and 15% for England average.

The life expectancy age is also lower for both males and females in Tameside (75.7 / 79.7 years) compared to regional (76.6/80.8) and England (78.3 / 82.3) averages.

There is a high level of need in Tameside especially in the areas of domestic abuse and alcohol misuse compared to other areas.

"The impact of domestic abuse is well understood by the council and their partners".

OFSTED 2011

The level of domestic abuse in Tameside is higher than that of our Greater Manchester (GM) neighbours despite Tameside having a smaller population than most of the other ten GM areas. This year the Police attended 6830 domestic abuse incidents in Tameside, about 130 incidents per week. We know this is just the tip of the iceberg as people don't report domestic abuse to the Police.

The level of alcohol use in Tameside is demonstrated by the high number of adults admitted to hospital this year due to alcohol related reasons (2562) compared to the regional average (2295.2). Alcohol related crimes are also higher in Tameside (9.5%) compared to the regional average (7.2).

These figures highlight the scale of the challenge faced by the Board in the area of safeguarding children affected by domestic abuse and alcohol misuse.

There has been an increase in the number of referrals concerning the safety of children to Children's Social Care; 3431 referrals were made this year compared to 2957 for the year before. Of these 85% went on to be assessed by a Social Worker and 16% went on to need child protection enquiries to be made. This indicates that referrals, in the main, are appropriate and confirms the high level of need of children and families in Tameside.

The main focus of the Board's work is on safeguarding the most vulnerable children and young people which is a relatively small number of children and families compared to the general population. This year 4420 children (approx 9% of the child population) were identified as children in need, this means without advice and support of services these children would find it difficult to achieve to the same potential as their peers; 210 of the children identified have disabilities.

214 children became subject to a child protection plan which means they were at risk of significant harm and agencies and parents came together to agree a plan to protect the children. The risks facing children determine the category of the child protection plan; 44% were subject to emotional abuse, 35.5% for neglect, 14.5% for physical abuse and 6% for sexual abuse.

The risk of harm to children is often as a result of adult difficulties compromising their ability to be protective parents; for example for 46% of children subject to a child protection plan the impact of parental domestic abuse was a factor, for 29% parental alcohol misuse was a factor, for 28% parental mental health was a factor and for 20% parental drug misuse was a factor. Some children are especially vulnerable because they are exposed to more than one of these risks.

159 children became Looked After Children (LAC) this year which means they could not be kept safe at home with a child protection plan and needed to be looked after by either extended family members or through the local authority; 149 left care either

Case Study: Therapeutic intervention.

M is a 19 year old woman who had experienced a period of care as a teenager due parental mental health issues.

In her late teens she began living with her grandmother.

M became pregnant at 18 and was supported to look after her baby by her grandmothers' home; this went well.

M and her baby moved out of her grandmother's home into their own home; M's ability to care for her baby began to deteriorate and M disengaged from professionals; a child protection plan was put into place.

The situation deteriorated further and M's baby was placed in care.

A psychological assessment was completed, as part of the care proceedings, this highlighted the significance of M's own experience of childhood abuse and neglect on her own parenting ability.

The assessment highlighted the need for therapeutic intervention for M.

M engaged well with the therapy and developed an insight into the impact of her own childhood experience of abuse and neglect.

The therapeutic intervention resulted in a positive change in M's parenting understanding and engagement with services.

Court professionals agreed a planned rehabilitation plan for M's baby to return to her care.

The plan is going well.

because they turned 18 or were able to move onto live with their parents.

The Board also focuses on the multi agency arrangements for safeguarding older adolescents who become particularly vulnerable due to risks they may encounter through e.g. cyberbullying, sexual exploitation, running away from home or becoming homeless.

The Board has responsibility for safeguarding and promoting the welfare of all children in Tameside and works closely with the Children's Trust and other partnerships to ensure that all children are enabled to reach their potential in a safe and secure environment.

Throughout this year families across the country and in Tameside have faced a bleak and uncertain economic climate; next year will no doubt be another challenging time for families as they manage the impact of the government's austerity measures. We know that with these additional pressures families are more likely to need support from a whole range of services that are also under pressure following the spending review.

All public sector services have been forced to make significant cuts in their services and will continue to do so for the next two years. There are major changes being made to the way in which services, especially Health services, are commissioned and provided. It is during this time that the Board needs to make sure that all these organisations are able to maintain a high level of commitment to meeting children's needs, from early help through to protection.

The effective use of early help for families to prevent difficulties reaching crisis point will be a major challenge for all partners in the Borough and the Board will work with the Children's Trust and others to ensure sufficiency and effectiveness of provision so that that the welfare of children in Tameside is safeguarded and promoted.

Tameside Safeguarding Children Board:

TSCB is the multi agency partnership with the shared responsibility for promoting the well-being and ensuring the safety of children in Tameside. Its core objectives are to agree how different services and professional groups should co-operate to safeguard children in Tameside and to ensure these arrangements are effective in bringing about good outcomes for children.

The Board meets its core objectives by:-

- Developing multi agency policies and procedures
- Delivering multi agency training and supporting single agency training for people who work with children
- Raising awareness of safeguarding issues
- Monitoring and evaluating the effectiveness of safeguarding activity
- Influencing the planning and commissioning of services
- Reviewing and responding to all child deaths and where necessary, undertaking Case Reviews in order to learn lessons and improve practice to keep children safe

The Structure of the Board: [appendix 1](#).

The Board has a three tiered structure: -

1. The Strategic Board – meets every quarter and sets the strategic direction for the Board, agrees priorities and monitors effectiveness of both single agency and the collective arrangements.
2. The Executive Board – meets every six weeks and is the operational arm of the Board. It discusses emerging safeguarding themes in Tameside and agrees how work in these areas will be progressed. The group implements the Business Plan and Serious Case Review action plans through its Implementation Groups (IGs), monitors progress and reports to the Strategic Board.
3. Implementation Groups – under Executive member leads IGs carry out the work of the Board in the areas of training and development, E Safety, Quality Assurance, Policy and Procedures and Child Sexual Exploitation; Implementation groups report their progress to the Executive Board.

Governance of the Board:

Governance arrangements have been strengthened this year as the Board reports to the Children's Trust and Strategic Partnership through the development of the Memorandum of Agreement (MOA).

The Board continues to maintain its independence from the Children's Trust whilst ensuring there are clear channels of communication between the two Boards ensuring routes for both independent challenge and monitoring / reporting arrangements. The independent chair is an observer/participant at the Trust Board and there is a standing safeguarding agenda item each meeting.

During the year the Board appointed two lay members from Tameside community to support the operation of the Board by: -

- Supporting stronger public engagement in local child safety issues and contributing to an improved understanding of TSCBs child protection work in the wider community.
- Challenging The Board on the accessibility by the public and children and young people of its plans and procedures; and
- Helping make links between The Board and community groups in Tameside.

Both lay members took part in an induction programme to help them understand their role on the Board and have expressed an interest in taking part in a proposed Greater Manchester lay member's development session next year.

"I think circulating information in the format of leaflets, available in libraries, children's centres, Dr's Surgeries etc, is very important in order to pass the information onto "the harder to reach" and potentially more vulnerable families".

TSCB Lay Member

TSCB Staffing:

The work of the Board is supported by TSCB staff who carry out a range of functions; a reorganisation of TSCB staffing resource this year has enabled a dedicated quality assurance role to be established; TSCB staffing arrangements are: -

1 x WTE Business Manager

1 x WTE Training Organiser

1x WTE Quality Assurance Officer

1 x WTE Administrator

The LADO (Local Authority Designated Officer) post was also appointed to this year which has already resulted in more accurate recording and reporting of professional abuse incidents to the Board.

Reports from Implementation Groups:

Training and Development:

"I have daily input into many families and the impact of my increased knowledge could be substantial".

Training Participant

This group identifies commissions, develops and evaluates the multi agency training needs for equipping practitioners to safeguard and promote the welfare of children and young people in Tameside.

This year approximately 1270 practitioners from over twenty different agencies working with children and families attended TSCB multi agency training courses.

This number is lower than previous years but reflects the shift of responsibility for Common Assessment Training from the Board to the Children's Trust. Additionally we didn't hold an annual conference this year.

In response to feedback from focus groups and Tameside serious case reviews the training group has further expanded multi agency learning opportunities to include:

- Sexual abuse – a developmental approach.
- Safeguarding young people who display sexually harmful behaviour.
- Safeguarding young people at risk of sexual exploitation.

- Safeguarding vulnerable infants.
- Safeguarding vulnerable young people

“Some of the best training I have ever attended in a long time! Informative and enjoyable – really well paced and a mix of activities”

Training Participant

There has been an enthusiastic response to the Board's request for volunteers to join the multi agency training pool who deliver the extensive TSCB inter agency training programme. The challenge and priority for the coming year is to support the development of these new pool members in order for the programme to be delivered to its full capacity.

Evaluating and evidencing the impact of training on practice remains a challenge for the Tameside training group as it is for other LSCBs; the TSCB Training Organiser is working with other LSCB trainers in the region to research and develop robust evaluation techniques including the opportunity to participate in a rolling programme of peer (LSCB) quality assurance. Feedback from practitioners attending training will be integrated into the overall quality assurance approach of the Board next year, in order to help identify emerging themes and changes in practice.

Policy and Procedures:

This group develops policies, procedures, local protocols and guidance relating to specific areas of multi-disciplinary safeguarding practice. It is also responsible for the dissemination of information about the purpose, function and activities of TSCB to a wide audience including practitioners and the general public in Tameside.

During 2010/11 the group produced numerous pieces of guidance and protocols relating to recommendations from previous SCRs in Tameside including: -

- Neglect practice guidance
- Sexual Abuse practice guidance
- Escalation of Concerns Policy
- Multi Agency referral form

It developed multi agency guidance and protocols in response feedback from the focus groups including: -

- A vulnerable young person process

Case Study: Multi agency working with a young parent.

C presented at Connexions at 17 years old, she was estranged from her family, 'sofa surfing' and had dropped out of college.

Connexions supported C to secure a place in supported accommodation with WISH (supported housing service).

C reported feeling depressed and was self harming; Child & Adult Mental Health Services (CAMHS) became involved.

C became pregnant and began withdrawing from service; there were some concerns for her unborn baby although not at the level for involvement from Children's Social Care.

The housing support worker completed a CAF which highlighted the benefit of a referral to BOAT (Better Outcomes Achieved Together) a 'wrap around' support service for young parents.

The health visitor became the Lead Professional.

The multi agency team supported C to maintain her accommodation and to prepare for her baby.

The baby was born and bonded well with C; the baby developed well and C fully engaged with services.

C is planning to move into her own accommodation and has made plans to return to college.

CAF meetings continue for ongoing multi agency review and support.

- Practice guidance and multi agency report format for Children at Risk of Exploitation
- Practice guidance for safeguarding children with disabilities.

The priorities for this group for 2010/11 will be to develop policies and procedures emerging from the learning from Child K SCR as well as reviewing the multi agency practice guidance for domestic violence to ensure it reflects all current local developments and services. The group will also respond to forthcoming changes expected in the revised Working Together and also to any changes in response to the implementation of the Munro recommendations.

Learning from Tameside SCRs has been integrated into the revised edition of Tameside Safeguarding Framework 2011 which will be launched and distributed to all agencies in autumn 2011.

Child Sexual Exploitation:

The Child Sexual Exploitation (CSE) group was initially set up this year as a short life working group to look at the multi agency safeguarding arrangements and practice in response to children at risk of sexual exploitation. It has since evolved into a standing implementation group feeding directly to the Executive Board with a responsibility for the multi agency safeguarding arrangements in response to sexual exploitation.

Priorities for this group next year will be to further develop multi agency sexual exploitation

practice guidance, processes and systems for practitioners to recognise, assess, plan and review all CSE cases in a more coordinated and structured manner.

E Safety Group:

This group is responsible for raising awareness about safeguarding issues which occur online with children and young people, their parents / carers and practitioners alike. "Online" includes any medium that a young person uses to access the internet such as mobile phones, online gaming, social networking sites etc. The group develops resources, tools, guidance and learning opportunities and responds to safeguarding risks emerging from new technologies.

One of the main objectives of E Safety group is to promote the safe use of the internet by children and young people; the pinnacle of this being the Annual Safer Internet Day. This year the E Safety group promoted Annual Safer Internet Day by encouraging children and young people in Tameside to participate in a competition organised in partnership with other LSCBs across the region via the E Safety leads group.



Two pupils practicing their e safety rap about cyberbullying.

"The e-safety competition was fun because it can help children to stay safe on the Internet".



Young people were asked to design a resource to help keep other young people stay safe online, entries included short plays, quizzes, stories, poems, raps, posters and short films. Tameside had a high number of entrants some of whom went on to win regional prizes; winners are invited to attend award events later in the year.

The resources developed by the young people will be promoted to schools and other agencies next year as part of Safer Internet day.

The group also worked with Ashton 6th Form College to support a group of local year 10 IT Diploma pupils to develop an E Safety workshop which they ran on Safe Internet Day 2011 for a year 6 class from a local primary school.

This year the group published a leaflet called 'How to Stay Safe on the Internet' which was the result of previous e safety work with local primary school children. The leaflet is for children and families and provides useful e safety messages and was distributed to a range of places including schools, libraries, GP surgeries, children's centres, clinics and also given out with each new laptop provided to Looked After Children. It has also been used in parenting courses to raise e safety awareness messages.

The challenge for the e safety group continues to be reaching parents and carers to raise awareness of e safety issues and this has been identified as a priority for the coming year. The group will also review the multi agency guidance relating to e safety to include advice about social networking sites; it will also audit arrangements in place in across agencies.

Quality Assurance & Performance Monitoring:

LSCBs "must be able to form a view of the quality of local activity, to challenge organisations as necessary and to speak with an independent voice" (Working Together 2010).

The quality group is responsible for monitoring and evaluating the effectiveness of interagency safeguarding practice and arrangements in Tameside; it achieves this via a three tier framework.

- Tier one - single agency annual report of the effectiveness of their own safeguarding arrangements and by providing regular performance data.
- Tier two - methods to look at the effectiveness of multi agency safeguarding arrangements through the use of focus groups, performance monitoring reports and multi agency case practice audits.
- Tier three – self assessment of the Board's own effectiveness.

All learning identified through these processes are reported to quality assurance group; which reports directly to the Executive Board.

"The TSCB undertake effective monitoring of the referral and assessment services including regular audits of initial and core assessments and the number of children subject to a child protection plan. Appropriate actions are identified to continue to improve the service".

OFSTED 2011

Annual Single Agency Audit (tier 1):

The Board asks member agencies, on an annual basis, to self evaluate their compliance with safeguarding practice and arrangements by completing a safeguarding audit. This year the self assessment tool consisted of eight heading areas.

Member agencies received individual feedback including recommended areas for action which resulted in single agencies making improvements to their existing arrangements e.g. Tameside College completely reviewed its case recording system to ensure safeguarding concerns could be recorded and shared effectively to improve safeguarding outcomes for young people.

A particular area for development highlighted by the audit was the need for improvements in the quality of member agency safeguarding arrangements in the area of safer recruitment and selection.

A standard was developed in relation to safer recruitment and selection processes and arrangements will be evaluated as part of the single agency audits for 2011/12.

A priority for the group next year will be to develop a more robust self evaluation tool for single agency audits.

This year Tameside Hospital focused on raising awareness with non paediatric staff of the safeguarding arrangements for domestic abuse – resulting in an increase in referrals from this group to MARAC.

Tameside and Glossop Community Health Care Group's annual safeguarding audit led to the following changes: -

- *Improved safeguarding arrangements in the recruitment process.*
- *Training to improve child protection record keeping including a standard for completing chronologies*
- *Performance indicators set to increase use of CAF assessment and early intervention.*
- *Increased emphasis in supervision on early intervention, decision making, challenge and measuring outcomes for children*

Focus Groups (tier 2):

During 2010/11 practitioners across Tameside took part in focus groups facilitated by Strategic Board members; the purpose of the focus groups was to gain the perspective of front line practitioners and managers about what works well in safeguarding children in Tameside, what the barriers to working effectively together are and what could support more effective working together. The exercise also served the purpose of raising awareness of the role and purpose of the Board.

The information from the focus groups led to numerous TSCB developments which were summarised in a 'you said – we did' report as well as being integrated within the Board business plan priorities. E.g. feedback from the focus group highlighted concerns from practitioners about the multi agency response to safeguarding vulnerable young people – this led to the development of the vulnerable young person's procedure to support practitioners to safeguard this group more effectively.

Multi agency work has taken place to improve arrangements in response to young people missing from care; Children's Social Care and the Police met with residential homes in the area, many of which place children from areas outside of Tameside, to strengthen their response to young people who are reported as missing in their care. This has led to more accurate reporting of missing incidents and a GM protocol to ensure responses to young people missing are consistent across the GM area.

Practitioners also highlighted a need for regular updates about Board developments in the form of an e bulletin; the development of which will be a priority for next year.

Multi Agency Case Practice Audits (tier 2):

Multi Agency Practice Audits were carried out in November 2010. They provided an opportunity for practitioners to critically reflect on multi agency practice and decision making for active cases using the SCIE conversational model as the framework for the discussions.

"I found the format of the multi agency audits really valuable, this is something I am going to do with my team now".

Health Visitor

Themes and learning identified from the sessions were fed back to participants, to share their learning and experience within their agency, and to Board and Exec members at the Board Development session. Practitioners attending the sessions described the experience as a valuable opportunity to reflect and share learning.

Taking part in the multi agency case practice audits in 2010/11 resulted in the Youth & Family Teams (then known as COMPASS) reviewing their referral pathway to ensure referring agencies receive regular feedback from the key worker to improve communication and information sharing.

In response to learning from the current Tameside SCR the focus for multi agency practice audits next year will be cases of children / young people subject to a child protection plan.

Performance Monitoring Report (tier 2):

This report provides another opportunity for Strategic and Executive Board members to both scrutinise and challenge safeguarding performance and to require actions for improvements.

It works by member agencies providing performance data each quarter in order to contribute to the overall multi agency picture of safeguarding performance in Tameside; where appropriate agencies set targets (either local or nationally agreed ones). An end of end year performance report provides an action plan for performance targets 'not met' which is agreed by Strategic Board members.

Highlights from the end of year report include: -

- A consistently high level of recognition of harm leading to a higher referral rate to Children's Social Care this year (3431) compared to 2009/10 (2957).
- A higher number of core assessments in Tameside per 10,000 of the population (213.55) compared to the national average (96).
- On average 85% of referrals progressed to initial assessment suggesting the referrals to Children's Social Work Teams are, in the main, appropriate and reflect a high level of need in the Borough.
- Despite the high volume of work assessments from Children Social Care remained timely throughout the year.
- 35% less CAF assessments were completed this year (165) compared to 2009/10 (251).
- The Police attended 6830 incidents of domestic abuse of which 2648 children were present.
- 515 children were either the direct victim of domestic abuse or, in a growing number of cases were the perpetrator.
- 250 high risk cases of domestic abuse were referred to MARAC involving 257 children.

- There were less newly registered private fostering arrangements in the year (4) compared to the previous year (7).
- Alcohol related admissions to hospital this year remained high in Tameside (2562) compared to the regional average (2295.2). The rate of admissions has however slowed this year to 6.5% increase compared to 10.5% in 2009/10.
- 2.7% of pupils in Tameside are persistently absent from education which is lower than the regional (3%) and national average (2.9%).
- The number of children admitted to hospital for unintentional or deliberate injuries has fallen this year (698) compared to 2009/10 (772).
- There were 2 preventable deaths in the year; this is the same number as last year.
- There were 52 allegations of professional abuse reported this year compare to 38 in the previous year; this figure reflects improvements in response and recording since the appointment of the LADO role.

The issue of low take up of common processes / CAF was raised by the Board with the Children's Trust in 2009/10. TSCB have now challenged the Children's Trust to report to the Board its arrangements to improve the use of common process and early intervention. The Children's Trust have set a goal to identify and implement support and challenge arrangements which would lead to a *completion* of an average of 45 CAFs per calendar month over 2011/12.

Focus groups in 2011 will explore early intervention and practitioner's views on the barriers to common processes.

Challenges for this group have been changes in systems used by agencies resulting in the collection of performance data being difficult to compare or no longer available. As a result agencies have been asked to review their performance indicators to ensure they are able to contribute accurate and informative performance data next year.

Work will take place next year to raise awareness of private fostering with schools and key health agencies.

Work will take place next year to understand the reasons for children being admitted to hospital for deliberate and unintentional injuries; this work will inform targeted improvements measures.

The understanding and usage of the CAF amongst partner agencies is not sufficiently developed and this continues to lead to higher levels of referrals to children's services.

OFSTED 2011

TSCB are currently working with GM partners to develop a common set of performance data to enable comparison with other LSCBs and to highlight safeguarding themes / patterns across the GM area.

“The Executive Board's strengths lie in its ability to analyse a range of services and their impact on safeguarding children”

TSCB Lay Member

Self Assessment (tier 3):

Each member of the Strategic and Executive Board completed a self assessment and improvement tool which looked at the effectiveness of the Board across five different areas. Information from the self assessment was fed back at the Board development session and used to develop priorities for the Business plan.

Priorities identified were to improve the participation of young people in the work of the Board, to raise public awareness of safeguarding issues and to develop a more outcome focused quality assurance approach as well as strengthening the Board's strategic and operational links with other partnerships.

Information from all of the QA approaches are reported to the quality assurance group and inform the Business planning of the Board and the annual development session for Strategic and Executive Board members.

Serious Case Reviews:

Serious Case Reviews (SCR's) are always undertaken when a child dies and abuse or neglect is know or suspected. LSCB's should also consider undertaking a SCR in circumstances where a child is seriously injured or harmed or where there are concerns about the way in which professionals or organisations have worked together. The prime purpose of a SCR is for agencies and individuals to learn lessons to improve the way they work with children and families.

One SCR was undertaken during this period however the Board worked hard to ensure that the action plans to improve practice from those undertaken the previous year were completed.

A great deal of learning was identified through these reviews especially in the areas of sexual abuse (recognition and referral), risk management – especially of sexually harmful behaviour, vulnerable infants especially around early intervention and information sharing in universal health services and the recognition and assessment of neglect.

Developments include a risk assessment and management tool for young people displaying sexually harmful behaviour. Young people displaying sexually harmful behaviour now also receive an assessment of their behaviour by Safer Futures to inform multi agency risk assessment and intervention. New multi agency training

courses are also available to increase awareness of sexual abuse, sexually harmful behaviour and child sexual exploitation.

The vulnerability of infants, particularly babies under one year, was a key area of learning which has led to a new multi agency course for safeguarding vulnerable infants. There has also been a lot a development within health services to improve communication and information sharing between the key universal services i.e. GPs, Health Visitors, School Nurses and Midwives to enable early identification of need.

“Tameside and Glossop Health Economy have developed a Tameside agreement between GP’s, Health Visitors and School Nurses to strengthen information sharing arrangements around the health and social situation of parents which may affect the well being of their children. The implementation of this will be audited in 2011/12”.

“An action plan to improve handover from Midwife to Health Visitor is also underdevelopment and will be introduced when the new Midwifery IT system is in place”

NHS Tameside & Glossop Board report 2010/11

Further work will take place next year to develop multi agency tools and resources to support practitioner in the recognition and response to neglect.

The 10/11 review was in respect of Child K (an infant under one year) who sustained serious injuries whilst on a child protection plan. The reports were submitted to OFSTED in April 2011 however changes to the way in which professionals work together have already been implemented such as the importance of reflective practice for multi agency groups involved in the child protection of a child; the use of targeted reflective reviews for core groups are now included as part of child protection processes.

Disseminating and embedding the learning from this SCR will be a priority for the Board for next year.

Child Death:

This panel considers all child deaths which occur in Stockport, Trafford and Tameside and the death of any child who is normally resident in these areas, but whose death occurs outside these areas. Government advice is that Panels should cover populations of at least 500,000. The three authorities therefore came together from 1st April 2009 to cover an area large enough to support the learning of aggregated lessons. The arrangement is supported by the fact that there is one coroner covering the three Boroughs.

Working arrangements are well established for the Tripartite Child Death Panel and under the direction of its independent chair it:

- Holds quarterly meetings, each considering the circumstances and preventability of the deaths of children; this includes 'themed' meetings where the panel focus on learning for a particular theme e.g. neonatal deaths / age groups.
- Maintains a database to support data collection and information provision
- Makes follow-up enquiries and recommendations in certain cases as necessary

In 2010/11 there were 26 child deaths in Tameside of which 2 were identified as preventable; in that the panel identified one or more factors which may have contributed to the death of the child and which, by means of locally or nationally achievable interventions, could be modified to reduce the risk of future child deaths.

The two preventable deaths highlighted the risk of co sleeping, smoking during pregnancy and overheating and as a consequence the revised Safe Parenting Handbook now includes a section on safe sleeping.

The CDOP panel have highlighted two areas to be considered by each LSCB.

- Public health should investigate the disproportionate representation of BME and white deaths in both neonates and the overall child death figures. This is being investigated further by Oldham LSCB and learning will be shared in 2011/12.
- Each LSCB and ideally Greater Manchester, should agree a common and consistent message for parents, particularly regarding safe sleeping. The Board has included a page on Safe Sleeping in the revised Safe Parenting Handbook for 2011 and the policy and procedure group will explore the possibility of adopting a multi agency approach to Greater Manchester practice guidelines to promote consistency from practitioners in this area.

Further TSCB Developments:

Revision of Safe Parenting Handbook:

During the year the Board has worked in partnership with the Children's Trust and Delivery Board to jointly commission a revised edition of the extremely popular 'Safe Parenting Handbook'. For the first time this will also be available as an interactive online resource for parents / carers and practitioners and also as a CDROM tool for practitioners working with children and families.

The revised version will be launched in autumn 2011 and will form part of the 'Safeguarding is Everybody's Business' public awareness raising campaign.

TSCB Website:

The new TSCB website was launched in August 2010 and is now hosted by an independent provider and website address. The content of the website has developed extensively throughout the year and receives positive feedback from practitioners.

The development of The Board E Bulletin in 2011 will also serve the purpose of raising awareness of the TSCB website.

Youth participation:

TSCB is committed to bringing the voice of children and young people into the work of the Board and this year has worked in partnership with Tameside Youth Forum members with the support of Tameside Participation Team. Officers attended a youth forum residential in summer 2010 to support the young people involved (over 70) to develop the skills and experiences they would need to actively participate in influencing decision making.

We were able to consult with the young people on the publicity materials which will be used in the public awareness campaign for 2011/12 'safeguarding is everybody's business'. The young people had very clear views of what materials would be appropriate which are being incorporated into the campaign.

Next year the Board will be working with members of the youth forum on particular issues identified by members as well as supporting young people to identify what they see as key safeguarding issues for young people in Tameside, their views will inform the work of the Board.

We will also be working in partnership with the User Involvement Team in the coming year to embrace the new system 'View Point' to gain the views and experiences of children and young people involved in safeguarding processes in Tameside. This will support the work around developing a more outcome focused approach to the work of the Board.

TSCB Budget statement 2010/11

Expenditure

	Revised Budget Req 10/11	Expenditure to 31st March 2011	Outturn Variation
		£	£

Human Resources

TSCB Officers	146,150	146,125	(25)
Consultant Fees	15,670	15,025	(645)
Travel and Additional Costs	4,320	2,916	(1,404)
Human Resources Sub Total	166,140	164,066	(2,074)

Training Strategy	32,780	28,221	(4,559)
Information Strategy	17,110	21,192	4,082
Child Death Review Processes	15,200	15,200	0
Child Protection Conference & Review	81,950	81,950	0
LADO responsibilities	33,560	33,560	0
Serious Case Review	10,000	0	(10,000)

Total Expenditure	356,740	344,189	(12,551)
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Income

	Revised Budget Req 10/11	Income to 30th September	Projected Outturn Variation
Training Income	0	(2,553)	(2,553)
Net Total	356,740	341,636	(15,104)

Projected saving based on original budget

4.23%

Funding Analysis

Funding	Contributions	Required Funding 10/11
	%	
Tameside MBC - SCYP	55.9%	191,920
Primary Care Trust	23.1%	78,898
PCT - Acute Trust	8.8%	29,988
PCT - Pennine Care Trust	4.6%	15,780
Police	4.1%	13,200
Probation	2.3%	355
CAFCASS	0.3%	550
New Charter Housing	1.0%	3,465
Area Based Grant - Child Death Review		15,200

£-2945 from 09/10

Total	349,356
Funding surplus	7,720
Projected funding surplus as a percentage of expenditure budget	2.21%

Report on progress on priorities for 2010/11:

The following section provides a summary of progress on the priorities for the TSCB business plan 2010/11; where progress has been achieved and what the challenges have been:

1. To develop information, guidance and tools to safeguard children and young people.

To support children and families The Board has developed resources and learning opportunities to raise awareness of e safety issues.

To support practitioners the Board has developed multi agency training and guidance for safeguarding in the areas of sexual abuse / sexual harm, vulnerable teenagers and vulnerable infants.

Developing shared principles in risk assessment has remained a challenge for the Board, in particular developing a holistic assessment tool for neglect: this is identified as a priority area of development for 2011/12.

2. To develop processes to evaluate the impact of the Board's work on outcomes.

There has been a lot of development by the Board this year in using feedback from practitioners to improve safeguarding practice e.g. through the use of focus groups and multi agency case practice audits. Demonstrating child and family focused outcomes has remained a challenge for TSCB, as for other LSCBs across the country; a more outcome focused approach is identified as a priority for 2011/12.

Next year the Board is committed to working closely with the user involvement team to use View Point system to gain young people's views to inform the development of a more outcomes focussed approach.

3. To further develop the Quality Assurance Framework and approach.

The appointment of a QA officer for the Board has strengthened how the Board monitors the effectiveness of safeguarding arrangements in Tameside. This has included the introduction of focus groups for the first time this year as well as multi agency case practice audits and an end of year performance report highlighting key areas for action in the following year.

Learning from serious case reviews has been embedded with all action plans completed and signed off by the Board.

4. To ensure the Board is fit for purpose.

This year was the first year the Board completed a self assessment of its effectiveness; Priorities identified were to improve the participation of young people in the work of the Board, to raise public awareness of safeguarding issues and to develop a more outcome focused quality assurance approach as well as strengthening the Board's strategic and operational links with other partnerships.

The Board reconfigured its staffing arrangements to enable a dedicated quality assurance post to be created resulting in more robust quality assurance approach of the Board.

The formula for calculating member agency's financial contributions to the Board's budget was reviewed this year and in line with the need to save monies a 3% saving target was achieved.

The Board appointed two lay members to support and challenge the role of the Board; the development of the lay member role will be a priority for the coming year to maximise effectiveness of the lay member role.

The Board has a formal agreement for reporting to the Trust and Strategic partnership strengthening governance arrangements.

A priority for next year will be to develop more formal arrangements with other key partnerships to ensure safeguarding children is considered in all partnerships.

5. To promote the development of integrated delivery of services and systems where appropriate.

The Board has worked in partnership with the Children's Trust this year to improve multi agency response to vulnerable young people. A joint vulnerable young person process was developed to support multi agency working from the point of early intervention to safeguarding.

Following identification by the Board of the under use of common processes it has encouraged the development of the multi agency service COMPASS (now Youth and Family service) which offers a multi agency early intervention service to children and families with additional needs. The Board has also contributed to the redesign of Children's Social Care services.

The Board has also set up a multi agency group to look at the area of Child Sexual Exploitation (CSE); through a needs assessment the group has been able to inform the direction of multi agency processes and services in response to CSE. Development next year will include a regular multi agency meeting for practitioners to discuss CSE cases.

Embedding the use of common processes and early intervention continues to be a challenge for the Children's Trust and the Board will continue to seek assurance of improvements in this year in the coming year.

Challenges for 2011/12:

Munro Recommendation:

Early indications from the Munro review are that there will be significant changes in practice, moving from a bureaucratic child protection system to a reliance on sound professional judgements and that the Board's role and functions will be strengthened.

The review will present challenges to the Board over the coming year, particularly in its need to demonstrate family focused outcomes and intervention for families at the earliest opportunity. This need for early intervention set against the backdrop of austerity measures will be a challenge for how services are best delivered to children and families.

Impact of Governments Spending Review and Austerity Measures

There are continuing pressures on all organisations to respond to the significant reduction in funding for public sector services. The challenge for members is ensuring, through the transitional process that safeguarding remains a high priority and that a focus remains on meeting children's needs. The Board will be seeking assurance from members that cuts to services do not impact adversely on safeguarding arrangements or the functioning of the Board.

Austerity measures will undoubtedly have a huge impact on individual families within the Borough; many will be living with mounting pressures which we know will result in growing demands on shrinking services. This will increase the need for more integrated provision and working across professional boundaries to maximise the use of scarce resources.

Restructure of services:

The coming year will also see a significant restructure of how key services are delivered to children and families in Tameside with the introduction of an early intervention team, a central 'hub' for families requiring support from services, a restructure of Children's Social Work teams and significant changes in the way Health services are commissioned and delivered.

The challenge will be in ensuring that children and families continue to receive the support they need, from the right service at the earliest possible point of intervention to work proactively to prevent children and families reaching crisis point.

"The Board is mindful of the challenges facing services during times of austerity as budgets are cut and staff/volunteers are reduced, making further demands on the remaining workforce.

I hope the commitment of the partner agencies drives them to seek relevant resolutions to the issues that will face them in the coming year".

TSCB Lay member

Engagement with schools:

The diverse ways in which educational establishments provide services and the increasing independence of each setting presents huge challenges in ensuring the right level of engagement with the work of the Board. It will be important to establish good working relationships and formal links with settings to ensure safeguarding arrangements are effective.

Learning from SCRs:

Nationally there is growing concern that the lessons from SCR's are not being learned. This has led to early piloting of a systems approach to reviews which it is hoped will help to change the culture and practice within and across organisations and assist in embedding the learning from the reviews. The government is evaluating the pilots and will determine the appropriate approach in 2011; the Board will of course need to be in a position to respond to the new methodology.

Priorities for 2011/12:

The Boards priorities are informed by quality assurance activities, performance data, Serious Case Review lessons, best practice research and changes in the National and local safeguarding context; priorities for 2011/12 will include: -

- To disseminate and embed the learning from Child K SCR including the development of a shared set of principles / tools for risk assessment, neglect and safeguarding supervision.
- To develop new training pool members to enable the multi agency training programme to be delivered to its full capacity
- To develop of an effective evaluation tool for multi agency training courses
- To launch the 2011 Edition of the Tameside Safeguarding Children Framework 2011
- To review multi agency domestic abuse policy and practice
- To further develop the E safety strategy
- To audit single agency safer recruitment arrangements
- To develop a regular TSCB E Bulletin for practitioners
- To support the development of a Greater Manchester performance framework data set.
- To promote safe sleeping initiatives / guidance for practitioners and parents / carers as part of the public awareness raising campaign.
- To raise awareness of private fostering.
- To continue to work to understand the reasons why children are admitted to hospital for deliberate and unintentional injuries to enable the promotion of appropriate harm reduction initiatives.
- o further develop multi agency sexual exploitation practice guidance, processes and systems for practitioners to recognise, assess, plan and review all CSE cases in a more coordinated and structured manner.
- To continue to work to achieve participation of young people in the work of the Board.
- To develop the role of the lay members to ensure they are able to contribute fully.
- To develop a more child and family outcome focused approach to quality assurance.
- To monitor the usage and impact of CAF and early intervention services.

- To monitor the impact of the government spending review, austerity measures and restructure of services and respond to any risks to safeguarding identified.
- To further strengthen links with schools to ensure safeguarding children remains effective.
- To respond to new methodologies from the government for learning from SCRs.
- To continue work to understand the impact alcohol misuse in Tameside and its impact on children and families and that this work is informed by the Tameside Alcohol Strategy.

Appendix 1.

TSCB Structure and Governance - Strategic Board Members:

Independent Chair - Tameside Safeguarding Children Board

Executive Director of Clinical Services (Vice Chair) - Tameside Hospital NHS Foundation Trust

Chief Executive - TMBC

Executive Director - Children, Learning and Economic Services

Associate Director – Stockport NHS Foundation Trust

Assistant Executive Director - Probation

Head Teacher - Tameside Association of Secondary Head Teachers

Head teacher - Primary School Representative

Interim Director of Public Health

Head of Housing and Planning - TMBC

Deputy Director of Nursing and Integrated Governance - Pennine Care NHS Foundation Trust

Manager- Careers Solutions / Connexions

Chief Executive - Voluntary and Community Sector

Service Manager - CAF/CASS

Chief Superintendent - Police

Executive Director - Community Services

TBA - Local Medical Committee

Designated Nurse for Safeguarding / Lead Nurse Safeguarding Adults - NHS Tameside and Glossop

Designated Doctor Child Protection (Adviser) – NHS Tameside and Glossop

Assistant Executive Director - Specialist Services & Safeguarding

Head of Children's Safeguarding - TMBC

Alison Gwynne - Councillor (In attendance)

TSCB Business Manager (In attendance)

Corresponding Members:

Principle Solicitor - TMBC Legal

Chief inspector - Police

Fire Service

Chief Officer - Local Pharmaceutical Committee

TSCB Executive Board

Independent Chair - Tameside Safeguarding Children Board

Child Psychiatrist – Local Named Doctor - Pennine Care NHS Foundation Trust

Named Nurse for Safeguarding Children - Tameside Hospital NHS Foundation Trust

General Practitioner

Named Nurse for Safeguarding Children - Stockport NHS Foundation Trust

Consultant in Public Health Medicine, Lead Public Health Advisory - Community NHS Trust

Strategic Pathway Partnership head – Stockport NHS Foundation Trust

Assistant Executive Director - Specialist Services & Safeguarding

Principle Service Unit Manager - Adult Services

Assistant Executive Director - Schools, Youth and Community

Head of Children's Social Work - Specialist Services and Safeguarding

Local Children's Services Manager - NSPCC

Director of Tenancy and Support - New Charter Housing

Children's Service Manager / Divisional Nurse Manager - Tameside Hospital NHS Foundation Trust

Designated Nurse for Safeguarding / Lead nurse Safeguarding Adults - NHS Tameside and Glossop

Head of Service - Youth Offending Team

Team Manager / Tameside Named nurse Safeguarding Children - Pennine Care NHS Foundation Trust

Connexions Manager - Careers Solutions / Connexions

Chief Superintendent - Police

Head of Community Safety - Community Safety

Designated Doctor Child Protection - Community NHS Trust

Strengthening Communities Officer - Community Cohesion

Senior Probation Officer - Probation

College Principle- (representing post-16 sector)

TBA - Faith Groups

TBA - Voluntary and Community Sector

Head of Children's Safeguarding (In attendance) - TMBC

Training Officer (in attendance) - TSCB

Quality Assurance Officer (in attendance) - TSCB

Business Manager (in attendance) -TSCB

Lay Member

Lay Member

Structure of Tameside Safeguarding Children Board

