



**Tameside Safeguarding  
Children Board**

**ANNUAL REPORT  
2009-10**

## Foreword

Welcome to Tameside Local Safeguarding Children Board's annual report. Having joined the Board in March 2009, as the independent chair, I feel very fortunate to be part of such a well developed partnership which is committed to working together to safeguard children and to promote their welfare.

This year has been an extremely challenging one responding to the impact of the tragic death of Baby Peter and Lord Laming subsequent Progress Report. This has resulted in a significant increase in demand for safeguarding services, a deluge of changes to regulation and guidance and a strengthening of the monitoring and inspection of safeguarding for all organisations.

Whilst this has put a huge pressure on services locally there has been a great willingness to respond positively to the new expectations. The Board has looked critically at its ability to respond to these new expectations and at its effectiveness over the past twelve months and, as a result, has broadened the membership and developed new structures and reporting arrangements which are beginning to have a positive affect.

Although we still have a lot to do to ensure that safeguarding is embedded in all organisations, partnerships and communities the Board has gone from strength to strength due entirely to the dedication of all those involved with the Board and its groups and I would like to thank you all for your valuable contribution.

The report highlights the achievements of all the groups that support the Board and identifies priority areas for improvement.

The partnership work of the Board and the C&YP Trust has further developed, the Board contributing significantly to the C&YP Plan and now reporting directly to the TSP. Over the next twelve months the Board will continue to build relationships and influence the work of other partnerships in Tameside that influence the safety and well being of children.

One of the commitments the Board has made for the coming year is to ensure that practitioners and children and young people and their carers influence our work. It is vitally important that the Board is kept informed of the day to day experience of staff on the front line and those receiving services if we are to be effective.

Finally I would like to take this opportunity, on behalf of Tameside Safeguarding Children Board, to thank all of you whose work brings you into contact with children and families for your commitment and hard work to improve the safety of children in the borough; it is your work that makes the difference.

Lynne Jones  
Independent Chair TSCB

## Executive Summary

- Tameside Safeguarding Children Board (TSCB) has built on excellent partnership working and established a firm commitment from member agencies to work together to ensure that Tameside is a place where children and young people are safe, happy and well.
- Agencies in Tameside are constantly seeking and making improvements in the way that services are delivered. The annual report highlights a selection of the achievements.
- During 2009/10 the Board has reviewed its work, focus, structure and governance arrangements in response to the national, regional and local experiences of effectiveness. This provides a strong basis for further progress in safeguarding children and young people in Tameside.
- 2009/10 has been a challenging year for safeguarding in response to the impact of the tragic death of Baby Peter and Lord Laming's subsequent Progress Report. The TSCB and member agencies have responded positively to this challenge.
- The safeguarding role includes three broad areas of activity, namely, preventative work to safeguard all children; proactive work to protect vulnerable groups of children; and responsive work when specific concerns about harm arise. There are a range of services in Tameside to deliver this work and the annual report provides information about performance by these services, especially in respect of the responsive child protection work.
- In 2009/10 the TSCB conducted 3 Serious Case Reviews (SCRs) and this report provides further information about these reviews. SCRs are one of the ways that the TSCB evaluates how well services respond to the needs of children and young people.
- In seeking to achieve further improvements in the delivery of safeguarding services it is important to set clear priorities and this report sets out 5 priorities for 2010/11. These include promoting the delivery of integrated services, including a new approach to early intervention.

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# Tameside Safeguarding Children Board

## Annual Report 2009 – 10

### 1. Introduction

- 1.1 Tameside Safeguarding Children Board (TSCB) was established in 2005 following the Children Act 2004 and the Every Child Matters policy set out by the government. In Tameside the TSCB has built on excellent partnership working and established a firm commitment from member agencies to work together to ensure that Tameside is a place where children and young people are safe, happy and well.
- 1.2 This report provides an overview of the effectiveness of local arrangements to safeguard and promote the welfare of children, set against a comprehensive analysis of the local safeguarding context. It describes the governance arrangements with a particular focus on how that achieves accountability for the Board. It recognises achievements and the progress that has been made in Tameside as well as providing a realistic assessment of the challenges that still remain. These challenges lead to our priorities for the forthcoming year and beyond.

### 2. Achievements

- 2.1 Agencies in Tameside are constantly seeking and making improvements in the way that services are delivered. Here we highlight a small selection of the achievements that reflect larger changes by member agencies **in the way that services are delivered**.
- The development of a specialist domestic violence court
  - Further development of the excellent partnership engagement through the multi-agency risk assessment conference (Marac) which provides a safe forum for developing solutions for people experiencing domestic violence.
  - Establishment of an out of hours team for children and families to provide a timely, holistic and co-ordinated social work service to children in need and their families.
  - Initiatives to reduce children and young people's vulnerability to crime and the consequences of crime such as the GMP Street Safe scheme, the Integrated Offender Management System and the successful prosecution and conviction of individuals for sexual crimes.
  - Further development of the TSCB training programme, publications and advice functions which support the work of staff in all organisations.

- Developments in the way that Serious Case Reviews have been carried out locally have ensured a thorough analysis of the issues and greater challenge of practice. This in turn has driven improvements in the way that all agencies work with children and their families. Further information about the reviews is set out in section 4.

Figure 1 identifies that in Tameside there is a high level of recognition of concerns about the welfare of children and a correspondingly high level of response in assessing those concerns and making decisions about the services that can be provided to improve the safety of children and young people. Figure 2 illustrates the way that the TSCB and member agencies have taken steps to address these priority policy areas.

Figure 1 – Recognition of concerns and referrals – evidence

Performance indicator	2009/10 actual	Comments	Actions to Improve
Number of referrals to children's social care per 10,000 population	615	This indicator has shown a steady increase over the last year and is now between that of our statistical neighbours and the England average. The recent unannounced inspection by Ofsted commented on the high rates of work coming through to children's social care.	This reflects a general increase in referrals in England in the last year. The willingness of practitioners and the public to refer concerns is very important. It is also important that earlier interventions by agencies, using the Common Assessment Framework (CAF), reduce the likelihood of problems escalating to child protection concerns.
Referrals to children's social care going to initial assessment	82.1%	Performance here has been very steady over the recent period. It is significantly higher than the figure for the region and the country. This is generally positive and indicates that requests for service are responded to well.	The likely restructuring of the field work service – including a dedicated team to deal with referrals and assessment – will continue to improve the quality of the response, including offering consultation to referring agencies about alternative responses to the situations that face children and families.
Number of core assessments of children in need per 10,000 population aged under 18	175.3	Consistently this is higher than almost anywhere else - the figure for England being 96. Ofsted inspectors in the inspection of contact and referral in July 2010 noted this. Despite this high level of demand, the timeliness of completion of assessments has improved significantly over the same period.	The structure and operation of the social work service is being re-configured – with increased multi-agency working – and will impact on this performance. The initiatives to increase early intervention should also impact on the number of initial and core assessments. This includes an increased use of the CAF (see below) as a tool to assist in meeting children's needs at an earlier stage.
The number of completed Common Assessment Frameworks (CAF)	251	The CAF and its use is at the heart of Tameside Children's Needs Framework, so it is disappointing to see that there has been less use this year than last over the same period by agencies in Tameside.	The Children's Trust has recently put in place a CAF Policy Statement, which provides closer guidance about when CAF should be used. The new CAF Administrators will provide support to practitioners in each locality to promote the uptake and use of the Common Assessment Framework

Figure 2 – Responding to concerns about child protection

## What makes the difference in Tameside in recognising and responding to concerns about child protection?

### *Ofsted comments in July 2010*

*The common assessment framework (CAF) is not routinely used by partner agencies prior to making referrals to Children's Services. This contributes to a high volume of referrals leading to delays in meeting some timescales. The council is aware of the need for improvement and has recently appointed four CAF co-ordinators to drive forward a revised and strengthened strategy.*

*The COMPASS Team for Early Intervention will assist families in making positive changes in their lives, at the earliest opportunity. They will be recognised for their existing resilience, supported to identify their own solutions to the challenges they face, and directed to practical tools and resources.*

*The BOAT project in Droylsden provides support for people who may struggle to parent their children without that crucial early intervention. The project encourages peer support and healthy lifestyles from pregnancy through the early years with the help of experienced practitioners working as a wrap-around multi-agency service, thus building the community's own resource to care for children.*

### **Multi-agency Risk Assessment Conference (MARAC).**

*The Marac is a multi agency response to incidents of domestic abuse bringing together many of the agencies that also work to safeguard children in Tameside. The Marac's focus is clearly on the protection of adults experiencing domestic abuse but we know that in over 60% of such cases there will be a child in the household and that domestic abuse has a major impact on children's welfare. Therefore the Marac provides a further mechanism for the recognition of significant harm to children and an improved joined up approach to domestic abuse in Tameside.*

2011

2011

2010

2010

**Recognition, Referral and Assessment**

### *Tameside Council's Children's Social Work Unit.*

*Social workers and Family support workers continue to provide consultation and advice to agencies, and to respond in a timely fashion to allegations of abuse, neglect, and domestic violence. Referrals receive prompt assessment, the child's needs are identified and protective action is taken where necessary. The teams work in partnership with families to achieve change in their lives and the large majority of children continue to live with their families. If a child or a young person cannot remain within their birth family, they are accommodated and care plans are put in place. The Child's voice is heard in everything the teams do.*

*The Cornerstone intensive family intervention service, provided by New Charter in partnership with Tameside MBC and Action For Children, is now a vital component in safeguarding children of the most complex and disadvantaged families in the Borough. Cornerstone works with 81 families at any given time, with most referrals being made by Children's Social Work teams. Cornerstone keyworkers have a maximum case load of 6 families each.*

*With 3 service strands – Child Poverty, Youth Crime and Anti-Social Behaviour – Cornerstone provides intensive whole-family support and caters for wide range of complex needs. By working in close partnership with existing services and ensuring better coordination and more effective use of other provision, Cornerstone has achieved some outstanding results in families where children were at imminent risk of care proceedings. Cornerstone intervention has not only kept children with their families but improved matters to the point where Protection Plans have been withdrawn.*

### 3. Governance and accountability arrangements

3.1 The core objectives of the TSCB are:

- to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority.
- to ensure the effectiveness of what is done by each such person or body for that purpose.

3.2 The Tameside Safeguarding Children Board will continue to meet these 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

3.3. The scope of the TSCB role includes safeguarding and promoting the welfare of children in three broad areas of activity:

- **Preventative** activity, affecting all children, aiming to identify and prevent maltreatment, impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care.
- **Proactive** work that aims to target particular groups of vulnerable children, including, for example, those looked after by the local authority, children who run away from home, children in custody, and children with disabilities.
- **Responsive** work to protect children who are suffering, or at risk of suffering harm.

3.4. During 2009/10 the Board has reviewed its work, focus, structure and governance arrangements in response to the national, regional and local experiences of effectiveness. This work has re energised the Board and reinforced organisations commitment to the core business. This is evidenced by the appointment of 1<sup>st</sup> and 2<sup>nd</sup> tier officers to the

newly created Strategic Board and 2<sup>nd</sup> and 3<sup>rd</sup> tier officers to the Executive Board.

- 3.5.** These new arrangements will enable the TSCB to more effectively support, challenge and scrutinise the work of the Children's Trust and other partnerships delivering services for children and young people. The detailed structure and membership is set out in appendix 1 and 2.
- 3.6.** Participation by member agencies in the activities of the TSCB is vital to achieving partnership working across all levels of policy and practice. Attendance by all member agencies at TSCB meetings was overall 64%.
- 3.7.** The TSCB is funded by member agency contributions. The table at Figure 3 sets out the budget for 2009-10 and the contributions made by agencies.

Figure 3 – TSCB budget statement 2009/10

Expenditure	
Human Resources (includes 25% on-costs)	
Staff Costs (4 fte - Development Manager, Training Organiser, Training Officer, Administrator)	144,480
Travel and Additional Costs	1,580
	<b>146,060</b>
Training Strategy	31,830
Information Strategy & Madrassah Project	31,830
Child Death Review Processes	64,220
Child Protection Conference & Review	51,410
LADO responsibilities	34,854
Child Protection Conference - Business Support	0
<b>Total</b>	<b>360,205</b>

Funding	Contributions	Actual Contribution 09/10
	%	
Tameside MBC - SCYP - Children's Service	44.1 %	122,830
Tameside MBC - SCYP - Education Service	11.5 %	32,000
Primary Care Trust	23.0 %	63,982
PCT - Acute Trust	8.7 %	24,319
PCT - Pennine Care Trust	4.6 %	12,796
Police	4.7 %	13,200
Probation	2.2 %	6,245
CAFCASS	0.2 %	550
New Charter Housing	1.0 %	2,810
Area Based Grant - Child Death Review		64,220
Underspend carried forward 2008/09		17,884
<b>Total</b>		<b>360,835</b>

- 3.8** The Tameside Children's Trust and the TSCB have important, complementary but distinctive roles in keeping children safe. The Trust is responsible for delivering services to improve outcomes for children and young people across all 5 Every Child Matters outcomes.
- 3.9** The TSCB's main purpose is to ensure the effectiveness of arrangements made by wider partnerships and individual agencies to safeguard children, through scrutiny and challenge. In the main the Board is not a body that commissions or delivers services to children and families.

#### **4. Performance Monitoring and Quality Assurance**

- 4.1** The TSCB has a Quality Assurance & Performance Monitoring Group which focuses on the collation and analysis of key areas of safeguarding activity. This section reports on some of these areas for 2009-10.
- 4.2** In the year 2009-10 Tameside continued to perform particularly well with respect to certain indicators when compared with the rest of the country. These included:
- The stability of placements for looked after children, where performance remains very strong in spite of the significant increase in the number of placements needed
  - Carrying out a high proportion of initial assessments on children referred to Social Care (though this figure is becoming so high as to suggest that better targeting may be needed).
- 4.3** There are a number of indicators where Tameside started the year comparing poorly with others, but in which significant improvements have been achieved over the year. Principal among these is the timeliness of assessments conducted by social workers. Almost 85% of initial assessments are now completed on time, which exceeds by some margin the performance of our comparators. It is heartening to see that this has been achieved at the same time as an improvement in the quality of those assessments.
- 4.4** Information in respect of children subject to child protection plans provides perhaps the clearest indication of the scale and nature of safeguarding work in the borough. The key data is as shown in figure 4.

Figure 4 – Child Protection Planning

Description	08/09 result	Stat neighbourhoods 07/08	England ave 07/08	09/10 result
Initial CP Conferences per 10k population	51.7	44	37	47.0
Children subject of a CP plan per 10k population	34.4	32.0	27.0	40.0
% Children subject of a CP plan not allocated to a S.W	0.0%	2.0%	0.0%	0.0%
Children becoming subject of a CP plan per 10K Population	45.0	38.0	31.0	42
No of children who became the subject of a CP plan for a 2nd or subsequent time	14.3%	12.0%	14.0%	8.4%
CP Review Conferences on time	98.2%	100.0%	99.0%	97.9%
Children whose CP plans were discontinued per 10k population	32.8	32.0	30	37
Children whose CP plans were discontinued after 2 years+	0.6%	3.0%	5.0%	2.3%

4.5 This data shows that levels of child protection activity are high and children are more likely to be the subject of a child protection plan than in other parts of the country. However, children are not spending excessive time on such plans and are not becoming the repeat subject of plans as often as they are elsewhere. Therefore, despite the high number of plans they appear to be being well managed.

4.6 Of the 192 children subject to a plan at the close of the year, the numbers and proportions by abuse category were:

Neglect	87	45%
Sexual	06	3%
Emotional	80	42%
Physical	19	10%

If Tameside reflected national averages, one would expect fewer children with plans for reasons of emotional abuse and significantly more plans relating to sexual abuse.

4.7 These indicators are closely monitored by the Quality Assurance and Performance Management Group and they feature strongly in the recently established template for presenting performance information to the Board. As do those indicators relating to domestic violence, which is a particular issue in Tameside. Over the year there were 6821 police notifications sent regarding children and young people in families where domestic abuse has been reported. Multi Agency Risk

Assessment Conferences were held about families involving 201 children in the same period.

- 4.8 Children Missing from Home have been a particular focus over the last year in the light of a new national indicator reported quarterly to the government. It provides a self-assessment of the arrangements in place in local areas to recognise and respond to concerns about children who go missing. Over the year our score rose from 7 (out of 15) to 11 and we expect to reach 13 in the coming year.

The arrangements now include the following improvements:

- Notification system between Police and Children's Social Care.
- Regular inter-agency meetings to consider performance data and the implications for policy and practice.
- Data collection now monitored through the TSCB Quality Assurance & Performance Monitoring Implementation Group.
- Risk Assessment by agencies using Common Assessment Framework
- Focus on highest risk young people via Sexual Exploitation Working group

## 5. Progress on priority policy areas

- 5.1 The TSCB sets priority policy areas on an annual basis and has 3 local Implementation Groups (IGs) to drive the achievement of these policies. Additionally, the TSCB fulfils its responsibilities for reviewing all Child Deaths through the tri-partite Child Death Overview Panel with Stockport and Trafford.
- 5.2 During 2009-10 the TSCB has also been responsible for carrying out three Serious Case Reviews. Serious Case Reviews (SCRs) are an opportunity to learn lessons that impact on practice and policy and as such have introduced additional priority areas during the year. These are set out below.
- 5.3 The Implementation Groups (IGs) are the delivery arm of the Board; members of the groups are responsible for ensuring that the Actions from Business Plan objectives are completed.
- **The Policy & Procedures IG** 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.
  - **The Training & Development IG** ensures that learning and development are regarded as central to the safeguarding of children in Tameside for all practitioners working with children and

families. Each year a training needs analysis is undertaken and a training programme constructed to meet the needs identified.

- **The Performance Monitoring & Quality Assurance IG** monitors and evaluates the effectiveness of safeguarding activity and makes recommendations to the Board on the planning and commissioning of services that impact on the safeguarding of children.

**5.4 The tripartite Overview Child Death 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 1<sup>st</sup> 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.

**5.5** Together, the 3 IGs and the tripartite panel report through to the TSCB Strategic and Executive Boards to ensure that the policy priorities are implemented consistent with the strategy set out in the Business Plan.

**5.6** During 2009-10 progress has been made by the implementation groups on several policy areas including the following:

- The review and revision of Serious Case Review policies, procures and guidance including Individual Management Review templates.
- The development of Bi-lingual leaflets on safe learning within Madrasahs.
- Revision of the Information for Parents on Child Protection Meetings.
- The development of a Communication and Media Strategy.
- The distribution of Mini Guides for safeguarding children
- 1852 participants from 20 agencies involved in TSCB Training and Development Activity
- Single agencies supported in the independent delivery of level 1 training to their staff.
- Piloted new format for Evaluation of the impact of TSCB training on practice.
- New courses in development and delivered in response to identified needs and findings from national and local Serious Case Reviews.

- Pool of training facilitators extended and developed to meet training needs.
- The piloting of Practitioner Focus Groups
- The introduction of Multi-agency Practice Audits
- The development of a more detailed Performance Monitoring Report and the Quality Assurance Approach
- Implementation of tasks from the Serious Case Review action plan
- The establishment of clear and named responsibilities for the provision of performance data.
- Tripartite Child Death Panel has established its working arrangements, under the direction of its independent chair. It has:
  - held quarterly meetings, each considering the circumstances and preventability of the deaths of around 15 children
  - Maintained a database to support data collection and information provision
  - When necessary made follow-up enquiries and recommendations in certain cases
  - Advertised for an administrator to support and enable the work of the Panel.

## **6. Serious Case Reviews**

- 6.1** Serious Case Reviews (SCR's) are always undertaken when a child dies and abuse or neglect is known 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.
- 6.2** The prime purpose of a SCR is for agencies and individuals to learn lessons to improve the way they work with children and families.
- 6.3** During 2009/10 TSCB has had to conduct three SCRs. These are unrelated cases and none involved the death of a child.

### Child B

- 6.4** Child B, aged 17 years, had been receiving services over a period of 4 years from Child and Adolescent Mental Health Services, Police,

Children's Social Care Services, Education and latterly the Youth Offending Team prior to him harming a number of young children.

**6.5** This young person had a complex combination of needs and behaviours. Therefore many of the issues raised were specific to his situation. However, the more general lessons learnt (many of which were not at all new) centred on assessments, especially of the risks posed by young people's behaviour. Amongst other suggestions the review recommended that such assessments should:

- be holistic and dynamic;
- give due weight to similar reported incidents, even if they cannot be proved beyond reasonable doubt;
- lead to detailed risk management plans that are properly monitored.

#### Child C

**6.6** Child C, aged 10 years, has lived in Tameside for 8 years. During this period there were numerous concerns raised about her care and the standard of parenting she was receiving. There had been involvement from – and services provided by – a range of organisations, including health, social care, education and police services. However, this did not prevent Child C being sexual abused.

**6.7** The review highlighted difficulties with communication and the application of policies and procedures. Issues covered in the recommendations included the following:

- The circumstances in which consideration must be given to convening a Child Protection Conference;
- The conduct of assessments when parents refuse to cooperate;
- The resolving of differences of professional opinion between agencies;
- The need to review practice and procedures relating to sexual abuse.

#### Child D

**6.8** Child D, aged 3 years, was admitted to hospital following an alert by a member of the public and found to be "extremely underweight, malnourished and with significant developmental delay" During the 3 years following D's birth the family received services from a number of community health and hospital staff, and D's older sibling's school had raised concerns.

- 6.9 As with many reviews, this case highlighted the importance of information sharing and the benefits of multi-agency working if early identification and intervention are to be successful, especially for “hard to reach” families. Many of the recommendations therefore concern the need for improved and timely recording and sharing of information. These particularly apply to Health Services and the role of GPs in cases of domestic violence and neglect. A number of communication issues have already been addressed as a result of this review, such as the passage of information between the police and social care about domestic abuse incidents.
- 6.10 The TSCB has in place arrangements to ensure that lessons learned from SCR’s are put into detailed Action Plans which are monitored very carefully to make sure the organisations implement and embed the changes to improve outcomes for all children and young people.
- 6.11 Three main themes are evident in the Reviews undertaken during 2009-10 which reflect the learning regionally and nationally. The response to these commenced during 2009-10 and is reflected in the 2010-11 business plan.
- i. Recognition of potential or actual significant harm and the need for early intervention to prevent an escalation of family difficulties
  - ii. The need to undertake thorough multi agency assessments of situations in a timely manner especially when families are resistant to support from services.
  - iii. The importance of organisations sharing Information

## 7. Priorities for 2010-11

7.1 The following priorities have been identified by the TSCB.

### **A) To develop information, guidance and tools to safeguard children and young people, including:**

- a review of the e-strategy and action plan.
- Review of systems and processes to manage allegations against those in a position of trust.
- To distribute a revised edition of the TSCB *Safe Parenting Handbook*.
- To raise public awareness that safeguarding is everyone’s business
- Launch the translated version of the Straight Path guidance for Madrasahs and leaflets for parents in dual language versions.

- Review and revise existing risk assessment models to ensure synergy across service delivery and develop an holistic Risk Assessment tool, e.g. Responding to Neglect
- Receive information and contribute to the Review of Looked After Children and Referral & Assessment services

**B) To develop processes to evaluate the impact of the Boards work on outcomes, to include:**

- An 'Evaluation of Policy Impact in Practice' consultation tool for practitioners and managers.
- An impact assessment process regarding multi-agency training.

**C) To further develop the Quality Assurance Framework and approach, including:**

- A revision of the performance report card
- Monitoring the implementation of the SCR Action Plans.
- Developing Memorandum of Agreements with relevant partnerships.

**D) To ensure the Board is fit for purpose e.g.**

- To Review the contributions made by agencies to the work of the Board.
- To review the membership in line with Working Together and appoint 2 lay people
- To self assess effectiveness on an annual basis.

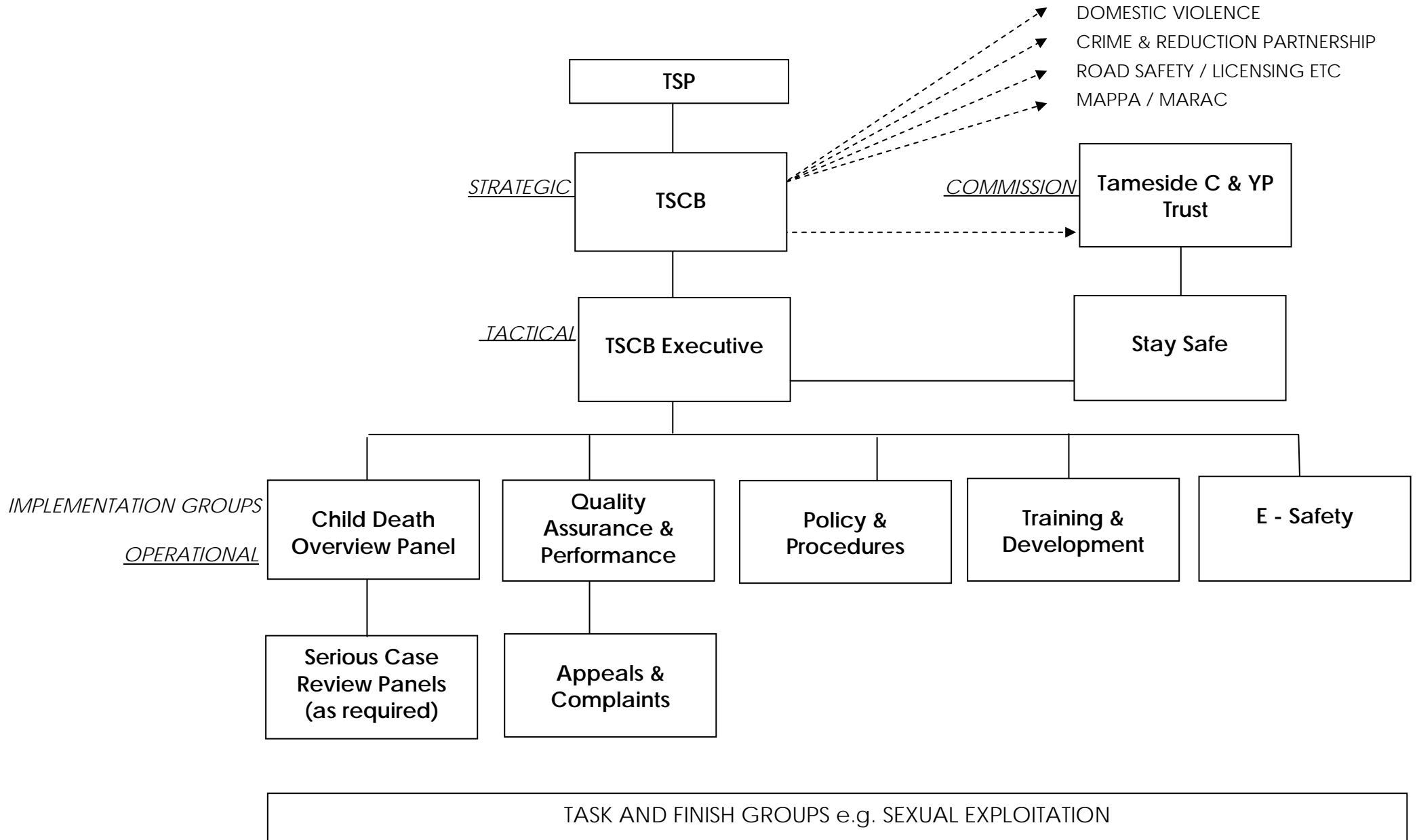
**E) To promote the development of integrated delivery of services and systems where appropriate**

- Contribute to the development of Early Intervention through a Think Family Strategy,
- To promote and monitor better use of the Common Assessment Framework (CAF)
- Develop integrated solutions to service delivery, e.g. in response to sexual exploitation/missing from home/Domestic Violence

**7.2** The business plan for the TSCB is at appendix 3. This is currently a one-year plan. Over the coming year the Board will develop a three-year planning cycle to clearly show the desired direction of travel, with updated one-year plans to support the longer term one.

Appendix 1 – Structure of the TSCB

### Tameside Safeguarding Children Board



## **Appendix 2 – Membership of the TSCB**

### **Strategic Board**

Independent Chair  
Tameside Safeguarding Children Board

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

Chief Executive  
Tameside Council

Executive Director  
SCYP Services for Children and Young People, Tameside Council

Executive Director  
Community Services, Tameside Council

Assistant Executive Director  
Greater Manchester Probation Service

Head Teacher  
Tameside Association of secondary Head Teachers

Chief Operating Officer  
NHS Tameside and Glossop

Director of Operations  
Pennine Care NHS Foundation Trust

Chief Executive  
Better Choices (Connexions)

Director T3SC  
Voluntary and Community Sector

Service Manager  
CAFCASS

Chief Superintendent  
Police

TBA  
Local Medical Committee

Designated Nurse Child Protection  
NHS Tameside and Glossop

Designated Doctor Child Protection (Adviser)  
Tameside Hospital NHS Foundation Trust

Assistant Executive Director  
Specialist Services & Safeguarding, Tameside Council

Service Unit Manager  
Safeguarding, Tameside Council

Councillor (In attendance)  
Tameside Council

Development Manager (In attendance)  
TSCB

### **Executive Board**

Independent Chair  
Tameside Safeguarding Children Board

Named Doctor  
Pennine Care NHS Foundation Trust

Named Nurse Child Protection  
Tameside Hospital NHS Foundation Trust

General Practitioner

Named Nurse Child Protection  
NHS Tameside and Glossop

Public Health Consultant  
NHS Tameside and Glossop

Associate Director  
Provider Services NHS Tameside and Glossop

Assistant Executive Director  
Specialist Services & Safeguarding, Children's Department

Principal Service Unit Manager  
Adult Services

Assistant Executive Director  
Inclusive Services, Tameside Council

Service Unit Manager  
Children's Social Care, Tameside Council

Local Children's Services Manager  
NSPCC

Project Manager  
Social Housing Sector

Children's Service Manager  
Tameside Hospital NHS Foundation Trust

Designated Nurse Child Protection  
NHS Tameside and Glossop

Head of Service  
Youth Offending Team

Acute Services Manager  
Pennine Care NHS Foundation Trust

Connexions Manager  
Connexions

Chief Superintendent  
Police

Head of Community Safety  
Community Safety

Designated Doctor Child Protection  
Tameside Hospital NHS Foundation Trust

Strengthening Communities Coordinator  
Community Cohesion

Senior Probation Officer  
Probation

College Principal  
(representing post-16 sector)

Assistant Executive Director  
Achievement and Learning

TBA  
Faith Groups

TBA  
Voluntary and Community Sector

Service Unit Manager (In attendance)  
Children's Safeguarding Unit

Training Organiser (in attendance)  
TSCB

Development Manager (in attendance)  
TSCB

Appendix 3 – TSCB Business Plan 2010-11

TSCB Strategic Objective 1: To challenge and scrutinise the performance of member organisations safeguarding arrangements						
Implementation Objective	Milestones					
	Quarter 2 July – Sept	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – June	Outcome	Lead
1.1. Implement new approach to Performance Monitoring	Publish Performance Monitoring Report Format	1 <sup>st</sup> Qtr Report to Board.	2 <sup>nd</sup> qtr Report to Board	3 <sup>rd</sup> Qtr Report to Board to include Review the effectiveness of the new approach	Improved reporting and analysis in enabling key areas for improvement identified, services , systems and processes changed to meet need and continuous improvement cycle	Quality Assurance & Performance Monitoring IG

TSCB Strategic Objective 1:		To challenge and scrutinise the performance of member organisations safeguarding arrangements				
Implementation Objective	Milestones					
	Quarter 2 July – Sept	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – June	Outcome	Lead
1.2. Implement Quality Assurance Approach (QAA)	Publish the QAA	Complete Quarter 2 QAA cycle activities and report lessons learned and actions planned to Exec	Complete Quarter 3 QAA cycle activities and report to Exec	Complete Qtr 4 activities, report to Exec and Review the effectiveness of QAF.	Member agencies have in place robust QA arrangements for safeguarding activities.  Board activities influenced by all stakeholders	QA & PM IG

<b>TSCB Strategic Objective 1:</b>		To challenge and scrutinise the performance of member organisations safeguarding arrangements				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – June</b>	<b>Outcome</b>	<b>Lead</b>
1.3. Complete s11 audit	Agree format Regionally	Distribute standards and evaluation format	Receive responses from agencies. Compile analysis and report to Board	Publish 'Continuity & Improvement Plan'	Member agencies identify strengths and challenges, implementing changes where required	QA & PM IG
1.4. Influence the delivery of services for safeguarding children in Tameside	Develop Partnership Agreements with Children's Trust and other partnerships  Advise Children's Trust on Evaluation Framework	Report to Trust identifying Good Practice and areas for Improvement  Receive update from Children's Trust on Evaluation Framework	Engagement in identifying commissioning intentions for 2010/11  Receive update from Children's Trust on Evaluation Framework	Annual Report to Trust and TSP  Receive update from Children's Trust on Evaluation Framework	Services are configured to maximise the welfare of children & young people in Tameside	QA & PM IG

<b>TSCB Strategic Objective 1:</b>		To challenge and scrutinise the performance of member organisations safeguarding arrangements				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – June</b>	<b>Outcome</b>	<b>Lead</b>
1.5 Integrate lessons from child deaths and Serious Case Reviews (SCRs) into strategy, operations and practice	Review and monitor the SCR Action Plans	Review and monitor the SCR Action Plans. Exception report to Exec  Receive bi-annual report from Child Death Overview Panel. Advise the Board on implications for safeguarding in Tameside	Review and monitor the SCR Action Plans, exception report to Exec	Review and monitor the SCR Action Plans. Exception report to Exec and Strategic Board	Critical incidents are reduced in frequency and impact	QA & PM IG

<b>TSCB Strategic Objective 1:</b>		To challenge and scrutinise the performance of member organisations safeguarding arrangements				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – June</b>	<b>Outcome</b>	<b>Lead</b>
1.6 Promote and encourage integrated domestic abuse response, systems , process and service delivery (n.b. this objective cross references with Key Action 2.1 in the CYPP 2010-13 Delivery Plan)	Review improvements to DV notifications and responses at all levels of need.	Develop proposals to further improve. Report to Executive	Agreed proposals to go to DV strategy group and Children’s Trust and implementation plan developed to implement agreed actions.	Review implementation plan completed	Incidents of domestic abuse are better recognised and victims and perpetrators receive a co-ordinated and coherent response	Task and Finish Group reporting to Exec
1.7 Implement and monitor the actions within the Missing from Home/Care Plan	Action Plan reviewed and published	Action Plan implemented	Action Plan implemented	Progress Report	The needs of Children and Young People who go ‘missing’ are assessed and interventions are effective in reducing risks of harm	QA & PM IG

<b>TSCB Strategic Objective 1:</b>		To challenge and scrutinise the performance of member organisations safeguarding arrangements				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – June</b>	<b>Outcome</b>	<b>Lead</b>
1.8 Embed the recommendations from external inspections	Scope the Inspection set and identify key actions	Interim report to TSCB	Progress report	Progress report	Maintain confidence in safeguarding arrangements	TSCB Executive

<b>TSCB Strategic Objective 2:</b>		To develop and implement policies, procedures and guidance relevant to Safeguarding Children				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April - Jun</b>	<b>Outcome</b>	<b>Lead</b>
2.1 Review the TSCB Safeguarding Children Framework	Review completed	Framework revised	Revised Framework and guidance disseminated	Review of implementation of guidance completed	Clarity about procedures for responding to concerns about children’s welfare	Policy and Procedures IG
2.2 Publish new version of the TSCB Safe Parenting Handbook (SPH)	Review of Handbook completed	Revised Handbook Re printed	Distribution to agencies completed	Evaluation of Handbook completed	New parents are aware of risks and rewards of safe parenting	P&P IG
2.3 Publish 2 <sup>nd</sup> edition of the TSCB Mini Guide	Review of Mini Guide Completed	Revised Guidance Printed	Distribution to agencies completed	Evaluation of effectiveness of Mini Guide completed	Practitioners are able to quickly access practice guidance	P & P IG
2.4 Launch website	Website launched	Website content reviewed and updated	Use of Website evaluated	Website content Reviewed and updated	practice guidance more easily accessible	P & P IG

<b>TSCB Strategic Objective 2:</b>		To develop and implement policies, procedures and guidance relevant to Safeguarding Children				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April - Jun</b>	<b>Outcome</b>	<b>Lead</b>
2.5 Publish new guidance:  i. Sexual Exploitation ii. Working with Neglect iii. Vulnerable Teenagers iv. Safeguarding the early years v. Responding to sexual abuse vi. Escalation Procedure vii. Child Protection supplementary template for CAF	Working groups established/scoping of content	1 <sup>st</sup> draft of guidance and consultation	Final versions of guidance published	Review of use of new guidance	Improved response by practitioners and managers to the practice areas  Workers confidence and competence improved in areas of work	P & P IG
2.6 Implement E Strategy	TSCB Lead member for E Safety appointed	E Safety strategy revised	E Safety Strategy published	E Safety Strategy reviewed	Awareness of the risks and benefits of E tools is raised.	E Safety IG

<b>TSCB Strategic Objective 3:</b>		To raise the public awareness of arrangements to safeguard children and young people in Tameside				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – Jun</b>	<b>Outcome</b>	<b>Lead</b>
3.1. Publish 'Safeguarding is Everyone's Business (SEB)' strategy (n.b. this objective cross references with Key Action 2.1 in the CYPP 2010-13 Delivery Plan)	Draft strategy. Co-ordination with neighbouring boroughs	Strategy approved and initial implementation	SEB activities delivered	Review of effectiveness of strategy and activities	Increased public awareness of safeguarding	P & P IG
3.2 Increase awareness of TSCB role and function with practitioners and managers	TSCB Newsletter re-launched. Focus Groups commence	2 <sup>nd</sup> edition of re-launched TSCB newsletter. Focus groups continue	3 <sup>rd</sup> edition of re-launched TSCB newsletter. Focus groups continue	4 <sup>th</sup> edition of re-launched TSCB newsletter. Focus groups continue Review of effectiveness of Newsletter	Increased awareness by practitioners and managers of safeguarding	P & P IG
3.3 Introduce two lay members to the TSCB Board	Recruitment Plan agreed	Recruitment takes place	Induction to board activities	Review of Lay Member involvement	Improved challenge and scrutiny from a public perspective.	Development Manager/Training Officer

<b>TSCB Strategic Objective 3:</b>		To raise the public awareness of arrangements to safeguard children and young people in Tameside				
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sept</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – Jun</b>	<b>Outcome</b>	<b>Lead</b>
3.4 Achieve participation of young people in the activities of the TSCB	Participation Plan agreed	Participation Plan implemented	Participation takes place	Impact of participation	The views of young people in Tameside influence TSCB	Development Manager / Training Officer

<b>TSCB Strategic Objective 4:</b> To have oversight of outcomes for children and young people in Tameside						
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sep</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – Jun</b>	<b>Outcome</b>	<b>Lead</b>
4.1 Review and revise existing risk assessment models to ensure synergy across service delivery and develop Holistic Risk Assessment tool, i.e. Responding to Neglect	Evidence based models identified. Models used in Tameside scoped	Opportunities to stream line existing models identified. Preferred MA model identified	Tameside’s MA Risk assessment model drafted and consulted upon	Agreed MA risk assessment tool disseminated	Improved response to concerns about children prior to child protection threshold	Task and Finish group reporting to the Exec

**TSCB Strategic Objective 4:** To have oversight of outcomes for children and young people in Tameside

Implementation Objective	Milestones					
	Quarter 2 July – Sep	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – Jun	Outcome	Lead
4.2 Contribute to the development of targeted Early Intervention through a Think Family Approach, including common processes	Lead for work ongoing in this area identified. Board representatives engaged.	Progress reported to Strategic Board	Strategy and plan presented to Strategic Board	LSCB policies, procedures and guidance reviewed to reflect changes in practice/service delivery.	Improved integrated early intervention services.  Families' needs met prior to crisis. Reduction of children requiring a plan. Reduction in numbers of CIOC	Executive/Strategic Board Representatives

**TSCB Strategic Objective 4:**

To have oversight of outcomes for children and young people in Tameside

Implementation Objective	Milestones					
	Quarter 2 July – Sep	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – Jun	Outcome	Lead
4.3 To monitor the Review of Looked After Children and Referral & Assessment services	Proposals and Progress and Report to Executive	Updated progress report to Exec	Progress report to Exec	Progress report to Exec	Improved delivery of services  TSCB influences service delivery	Task and finish Group within CSC
4.4 Develop integrated solutions to service delivery in response to sexual exploitation	Current practice, processes and systems reviewed	Proposals developed and reported to Exec and agreed	Proposals agreed by Strategic Board and Trust	Implementation plan completed	Improved services for vulnerable children	Sex Exploitation Task and Finish Group
4.5 Take active role in developing the Greater Manchester Safeguarding Partnership arrangements	Identify key areas for development in liaison with chair, GM Safeguarding Partnership	Proposals agreed with GMSP and TSCB; Implementation Plan agreed.	Implementation Plan tasks	Implementation Plan tasks	Increased use of GM-wide policies, procedures, performance & QA arrangements	TSCB Executive Board

<b>TSCB Strategic Objective 4:</b> To have oversight of outcomes for children and young people in Tameside						
<b>Implementation Objective</b>	<b>Milestones</b>					
	<b>Quarter 2 July – Sep</b>	<b>Quarter 3 Oct – Dec</b>	<b>Quarter 4 Jan – Mar</b>	<b>Quarter 1 April – Jun</b>	<b>Outcome</b>	<b>Lead</b>
4.6 Contribute to the achievement of the Preventing Violent Extremism (PVE) Plan in Tameside	Single point of contact (SPOC) identified	GM Channel Policy adopted by TSCB as a safeguarding policy	PVE Annual Report presented to TSCB for scrutiny and comment	Policy reviewed by TSCB for impact on safeguarding arrangements	Violent extremism is recognised as a safeguarding issue	TSCB Executive Board

**TSCB Strategic Objective 5:**

To coordinate and lead on the delivery of Training and Development of the workforce

Implementation Objective	Milestones					
	Quarter 2 July – Sep	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – Jun	Outcome	Lead
5.1 To ensure Multi-agency training in safeguarding and promoting welfare is accessed by Tameside’s Children’s Workforce (this includes all who work with parents and children e.g. Adult Mental Health Service).	TSCB Training Programme is published	Commissioning arrangements for delivery of MA training agreed with CT  Delivery of programme continues	Delivery of programme continues  Progress report to Exec.	Delivery of programme continues. TSCB Training Programme is reviewed	The Children’s Workforce receive training appropriate to their needs as outlined in Working Together 2010	T & D IG
5.2 Evaluation of Impact of Training on practice	Evaluation Strategy Applied	Evaluation Strategy Applied	Evaluation Strategy Applied	Report on evidence to the Board	Evidence of the impact of training on practice is available and influences training programme	T & D IG

**TSCB Strategic Objective 5:**

To coordinate and lead on the delivery of Training and Development of the workforce

Implementation Objective	Milestones					
	Quarter 2 July – Sep	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – Jun	Outcome	Lead
5.3 Evaluation of Policy Impact in Practice	Use of evaluation method is promoted across all training activities	First set of returns are analysed for alignment with the strategic and practice objectives of the TSCB	Report to Board and revised strategy implemented, if necessary	Review of impact of policy on practice	There is a clear link between policy, learning, practice and outcomes for children & young people	T & D IG

**TSCB Strategic Objective 5:**

To coordinate and lead on the delivery of Training and Development of the workforce

Implementation Objective	Milestones					
	Quarter 2 July – Sep	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – Jun	Outcome	Lead
5.4 Development of new training for managers & practitioners:						
i. Vulnerable Teenagers	Working Group meets	Course written & advertised	Delivery of course	Delivery of course	Positive evaluation & impact on practice.	
ii. Safeguarding the Early Years	Working group meets	Course written & delivered	Delivery of course	Delivery of course	Positive evaluation & impact on practice.	T & D IG
iii. Working with Neglect	Research into assessment models see Objective 4	Local assessment model agreed.	Training on model developed and delivered	Training on going	Improved assessment and response to Neglect.	

**TSCB Strategic Objective 5:**

To coordinate and lead on the delivery of Training and Development of the workforce

Implementation Objective	Milestones					
	Quarter 2 July – Sep	Quarter 3 Oct – Dec	Quarter 4 Jan – Mar	Quarter 1 April – Jun	Outcome	Lead
iv. Level 4 Managing Safeguarding Training	Course written and advertised	Course delivered (pilot).	Course delivered (pilot)	Course Evaluation and Delivery	Managers are more confident in multi-agency safeguarding practice.	T & D IG
v. Sexual Abuse & Sexually Inappropriate behaviour	Research & commissioning of training	Planning training for TSCB	Delivery of training	Delivery of training		

