

Safeguarding Partnership arrangements for Tameside



Foreword

Tameside is embarking on an ambitious programme of change that will help Tameside children to thrive. We recognise that for children to grow up safe, happy and healthy they must be nurtured and protected by their family and the community around them. When families, local communities and local services work together we can provide our children with the support and opportunities they require at all stages of their life. Strong partnerships and communities are essential to making sure that Tameside children and their families receive the best possible start in life and the best possible care and help when they need it.

A new partnership has been created between Tameside MBC, Greater Manchester Police and Tameside and Glossop Clinical Commissioning Group. Together they are responsible for making sure that children of all ages and abilities get the help and protection that they need in Tameside.

Tameside Safeguarding Children Partnership is committed to putting children first, to empowering families to take good care of themselves and their children, and to providing professional, personalised services that recognise each family as unique and listen and respond to their individual circumstances. At the same time we will challenge one another to do better, to learn and to aspire for more - much as we all do for our own children.



Steven Pleasant MBE
Chief Executive
Tameside Council and
CCG Accountable Officer



Neil Evans
Chief Superintendent
Greater Manchester Police



Introduction

The Children and Social Work Act (2017) set out provisions which will replace Local Safeguarding Children Boards (LSCB) with new flexible working arrangements led by 3 safeguarding partners (local authorities, chief officers of police and clinical commissioning groups), and places a duty on those partners to make arrangements to work together with any relevant agencies for the purpose of safeguarding and promoting the welfare of children within the area.

Under the new legislation, the responsibility for Serious Case Reviews (SCRs) has also changed. Responsibility for SCRs will move to a National Child Safeguarding Practice Review Panel (the Panel).

The Panel will commission and publish reviews of serious child safeguarding cases which it thinks raise issues that are complex or of national importance. Local safeguarding partners will still be required to complete local reviews where the partners believe there are lessons to be learned.

This paper sets out the governance arrangements for Tameside's new multi-agency safeguarding arrangements.



Arrangements for partners to work together

Tameside Safeguarding Children Partnership will replace the Tameside Safeguarding Children Board. Its membership and its structure will be streamlined to focus on improving performance against an agreed set of strategic priorities so that it delivers better outcomes for children and families in Tameside.

The organisational chart overleaf shows that Tameside Safeguarding Children Partnership will consist of a Children's Safeguarding Executive Partnership and will be supported by a Learning and Improvement Group, Rapid Review Group and Quality Assurance and Performance Management Group.

The Children's Safeguarding Executive Partnership will consist of the three statutory partners and the following relevant agencies and roles;

- Tameside & Glossop Integrated Care Foundation Trust
- Action Together
- Chair of Primary Heads
- Chair of Secondary Heads
- Pennine Care Foundation Trust
- Director of Public Health
- Independent Chair
- Designated Health Professional
- Children's Independent Advocate

All statutory partners and relevant agencies have confirmed their intention to cooperate by nominating their executive or senior lead and deputy representative on one or more of these groups. The Children's Safeguarding Executive Partnership will reserve the right to invite other relevant agencies to join the partnership in response to emerging need and new strategic priorities.

Tameside is committed to making the views of children and young people a key part of its new multi-agency safeguarding arrangements. For that reason it has appointed a Children's Independent Advocate to establish and support a network of youth forums and represent their collective voice at the Children's Safeguarding Executive Partnership. Members of Tameside's Youth Council and Children in Care Council have been instrumental to agreeing the job description and to appointing to the role of the Children's Independent Advisor.

An Independent Chair will be appointed to ensure transparency and facilitate collective decision making where differences of opinion may be apparent.

Membership and roles and responsibilities of the groups within the Tameside Safeguarding Children Partnership are listed in the respective Terms of Reference (Appendix A-D). This arrangement will ensure Tameside Safeguarding Children Partnership is compliant with Working Together to Safeguard Children (2018).

Children's Safeguarding Executive Partnership

The remit of the Children's Safeguarding Executive Partnership is to provide strategic oversight and scrutiny of the safeguarding arrangements across Tameside (outlined on page 11) by holding partners to account. The Children's Safeguarding Executive Partnership, with the support of the Quality Assurance and Performance Management group, will ensure effective safeguarding on the basis of understanding (i) Outcomes and performance dataset, (ii) Quality audit and assurance findings, (iii) Voice of the child and families. It is envisaged that the Children's Safeguarding Executive Partnership would meet four times per year.

Strategic Partnership Arrangements

All four Strategic Partnership (Tameside Safeguarding Children Partnership, Tameside Adult Safeguarding Partnership, Community Safety Partnership and Health and Well Being Board) have signed up to the Memorandum of Understanding (Appendix E). This will be an opportunity to ensure that all four strategic partnerships are aligning their work and resources and supporting each other by delivering a whole family and neighbourhood approach to secure better service delivery and outcomes. Each partnership forum will deliver against an agreed work plan relating to a strategic priority and will report to the relevant strategic partnership. However, the Memorandum of Understanding also requires those partnership forums to deliver actions that safeguard children and adults. They are therefore required to revise their Terms of Reference, and as part of that their membership, to ensure that all relevant partners, as listed in 'Working Together to Safeguard Children' (2018) are included and appropriately engaged.

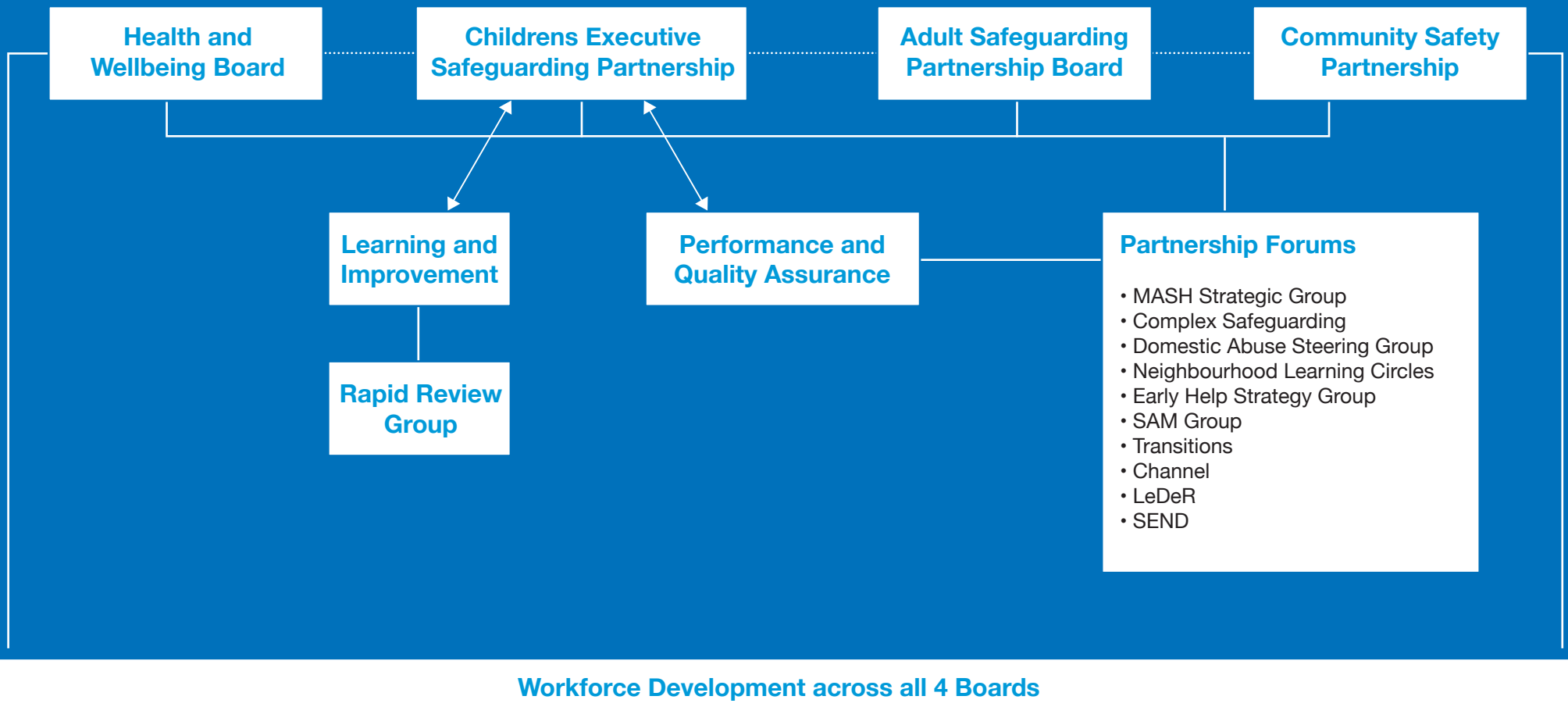
The partnership will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help. They will each be required to develop a Performance Management Framework that shows how well they are performing against the stated aims and objectives in their work plan. It will include;

- (i) Outcomes and performance dataset,
- (ii) Quality audit and assurance findings,
- (iii) Voice of the child and families.

The Performance Management Framework will have to evidence what they are doing, how well they are doing it and what difference it has made. The emphasis will be on each partnership forum, and each member of that forum, to identify and drive improvement on the basis of their own data and intelligence. A performance led approach will enable partners to challenge one another appropriately.



Tameside Safeguarding Children Partnership (TSCP) Governance Arrangements



Quality Assurance and Performance Group

Scrutiny and validation of the partnership forums performance will be undertaken via the support functions of the Children's Safeguarding Executive Partnership.

Specifically this will be undertaken by a Quality Assurance and Performance Group (QAPG) who will report up to the Children's Safeguarding Executive Partnership on what is working well and what is not so that there is a clear line of sight on the quality and effectiveness of practice.

QAPG is to be attended by Tier 2 Managers (Assistant Directors) across the statutory safeguarding partners, and relevant agencies and chair/ deputy chair across various partnership forums. There are two main functions of QAPG;

- (1) to seek assurances from agencies operating in Tameside that they are safeguarding and promoting the welfare of children and
- (2) to act as a critical friend to agencies working with children.

To achieve this the QAPG will oversee a multi-agency key performance indicator set, single & multi-agencies audits and work with Youth Council and Children in Need Council to ensure children are part of the quality assurance processes.

QAPG will support partners in ensuring that their performance management frameworks are robust and reporting mechanisms strong. It will also share research and best practice with partners to help develop and improve safeguarding arrangements in the borough. The Quality Assurance and Performance Group is not about building capacity to do partners' work for them but in bringing together intelligence to inform how the system is working to safeguard the most vulnerable and delivering against its strategic priorities.

National and Local Child Safeguarding Practice Reviews

A Learning and Improvement Group will manage the arrangements for commissioning and publishing national and local child safeguarding practice reviews.

The national Child Safeguarding Practice Review Panel (the Panel) is responsible for identifying and overseeing the review of serious child safeguarding cases which, in its view, raise issues that are complex or of national importance. The Panel will also maintain oversight of the system of national and local reviews and how effectively it is operating.



Rapid Review Group

A local Rapid Review Group will be established to receive and consider whether notifiable incidents meet the criteria for a local or national child safeguarding practice review. The aim of this rapid review is to enable safeguarding partners to:

- gather the facts about the case, as far as they can be readily established at the time.
- discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately.
- consider the potential for identifying improvements to safeguard and promote the welfare of children.
- decide what steps Tameside Safeguarding Children Partnership should take next, including whether or not to undertake a child safeguarding practice review.

A Rapid Review Process Flowchart (see Appendix D) shows how cases should be referred to the Rapid Review Group and how that group will respond within 15 days of becoming aware of the incident. All recommendations will be shared with the Panel, Department for Education and OFSTED.

Learning and Improvement Group

Cases that require a practice review will be referred on to a Learning and Improvement Group that will have responsibility for commissioning an Independent Reviewer. The Learning and Improvement Group will be responsible for maintaining oversight of the practice review and reporting progress to the Children's Safeguarding Executive Partnership.

Other cases that are not notifiable incidents but present opportunities for learning will be referred directly to the Learning and Improvement Group for them to consider whether a single agency review or local learning review would be appropriate.

A copy of all published reports will be sent to the National Child Safeguarding Practice Review Panel and the What Works Centre for Children's Social Care within seven days of being published.

The purpose of the Learning and Improvement Group is to promote a culture of continuous multi-agency learning and improvement through coordination of the review of serious cases and the development and communication of training, guidance, resources and tools. The group will ensure a process exists for evaluating the effectiveness and impact of the findings and recommendations from practice reviews, performance management activity and multi-agency learning.

The commissioning and delivery of interagency training and learning events will be overseen by the Learning & Improvement Group and will be informed from a variety of sources. These will include, learning from local and national serious safeguarding practice reviews; other local quality assurance functions such as multi-agency case audits; and changes in national guidance or legislation.

The content of all courses will be evaluated to measure the extent of acquired learning. The Learning and Improvement Group will dip sample and audit single and multi-agency training in order to assure that the content is valid, up to date and delivered by persons with appropriate knowledge and skills.

Tameside Safeguarding Children Partnership (TSCP), TMBC Youth Service, Tameside College and Sixth Form, deliver a training course to multi-agency professionals designed to convey to professionals what it really means to talk, listen to and engage with you people in order that professionals change and develop the way they work. As the relationship between TSCP and Integrated Neighbourhood Working develops, the longer term intention is to facilitate young people influencing the design and delivery of multi-agency training.

Arrangements for publishing an Annual Report

In order to bring transparency for children, families and all practitioners about the activity undertaken, the Children's Safeguarding Executive Partnership will publish an annual report. The report will include what the Children's Safeguarding Executive Partnership has done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice. In addition, the report will also include:

- evidence of the work undertaken by the safeguarding partners and relevant agencies, including training, and an analysis of the difference it has made for children and families from early help to looked-after children and care leavers
- progress on agreed priorities
- a record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements
- ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision.

Escalation and Dispute Resolution

All agencies working with children in Tameside remain subject to the Greater Manchester Safeguarding Procedures and its '[Resolving Professional Disagreements/Escalation Policy](#)'. This sets out the general principles of resolution as well as the specific processes to be followed.

The Children's Safeguarding Executive Partnership and all relevant agencies will be expected to adhere to the policy.

When a disagreement arises between members of the Children's Safeguarding Executive Partnership, then the general principles of resolution will still apply, in particular:-

- When the disagreement is between two agencies, then they should seek to meet and find a satisfactory resolution;
- Where the disagreement cannot be resolved, or involves a more complex set of partner agencies, then it will be for the full Children's Safeguarding Executive Partnership to seek a resolution;
- Where necessary, the three statutory safeguarding partners have primacy in determining the resolution to a disagreement;
- Where there is disagreement between the statutory safeguarding partners, then the Independent Chair of the Executive Partnership should be asked to mediate and negotiate a satisfactory solution.

Where necessary, the statutory safeguarding partners may escalate to the Leader of the Council, the Chair of the CCG and the Chief Constable of GM Police. The Independent Chair should escalate to the relevant Secretary of State only as a final resort.

Whistleblowing Procedures provide an additional important route for staff to raise concerns in a safe process that protects their position, if this is a concern. The Children's Safeguarding Executive Partnership will each adhere to their own whistleblowing procedures within the borough.

Funding

Working in partnership means organisations and agencies should collaborate on how they will fund their arrangements. The three safeguarding partners and relevant agencies for the local authority area should make payments towards expenditure incurred in conjunction with local multi-agency arrangements for safeguarding and promoting welfare of children.

Across the 10 Local Authority areas in Greater Manchester the average cost of funding the old Local Safeguarding Children Board arrangements was approximately £290,000. Certain functions such as CDOP will no longer be within the remit of the local safeguarding arrangements and there will be reduced costs for the Independent Chair. It is anticipated that the new statutory functions, and the revised support functions, of the Children's Safeguarding Executive Partnership would equate to £260,000.

Working Together to Safeguard Children (2018) guidance stipulates that the safeguarding partners should agree the level of funding secured from each partner, which should be equitable and proportionate, and any contributions from each relevant agency, to support the local arrangements. The funding should be transparent to children and families in the area, and sufficient to cover all elements of the arrangements, including the cost of local child safeguarding practice reviews.

The safeguarding partners are proposing that the contributions from the agencies below remain unchanged and that the safeguarding partners determine the most appropriate way to split the remaining cost between them in time for the 1st financial quarter of 2019/20. The table below highlights the estimated cost to each relevant agency and the remaining cost to be paid by the three safeguarding partners.

Source of income	2019/20 Contributions £
Schools inc. Academies	91,000
Jigsaw Housing Group	3,569
National Probation Service	1,382
Community Rehabilitation Company	1,586
CAFCASS	550
Total from relevant agencies	98,087
3 Safeguarding Partners	161,913
Total Contributions	260,000



Independent Scrutiny Arrangements

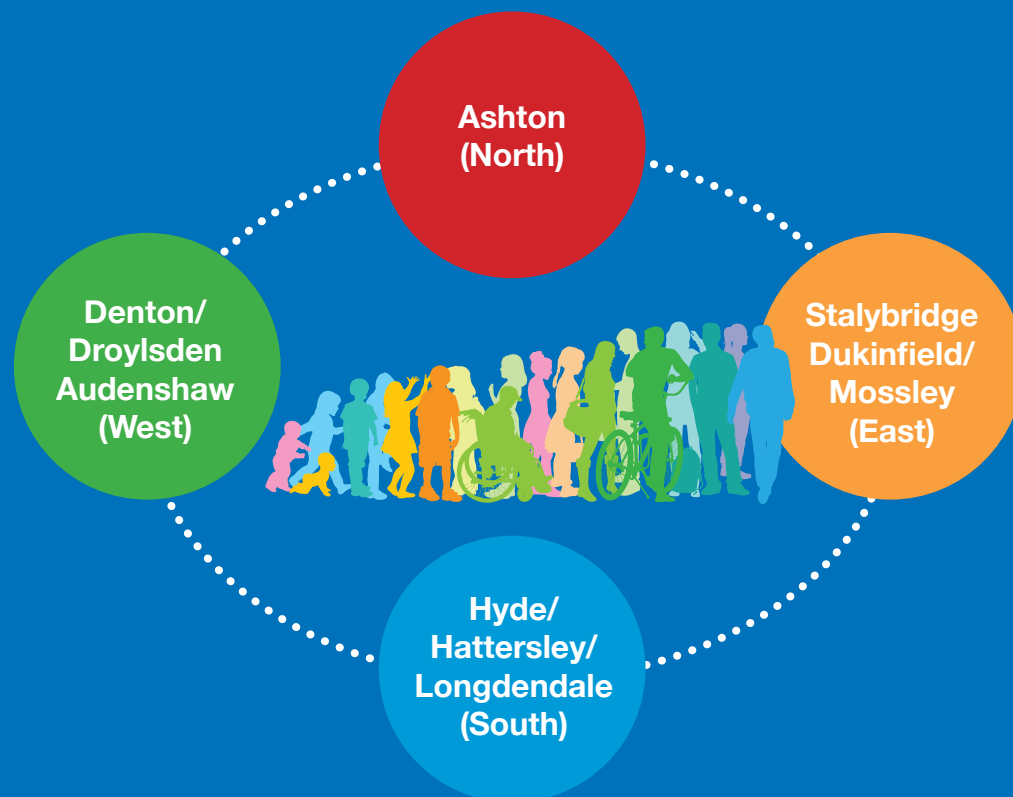
The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases. This independent scrutiny will be part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.

Independent Scrutiny will be provided through the development of the Greater Manchester (GM) Standards Board which will fulfil this function for the ten sets of local safeguarding arrangements in the sub-region (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan).

The GM Standards Board will be independently chaired, and have a Children's Advocate, as well as representatives from each of the safeguarding partners and from the ten local authority areas. The GM Standards Board will provide scrutiny of quarterly data analysis based upon a dataset derived from four LSCBs currently judged Outstanding. In addition the GM Standards Board will develop a program of review, as well as meeting the requirements of Working Together to scrutinise the local safeguarding arrangements themselves and their annual reports.

Safeguarding Arrangements

The multi-agency safeguarding arrangements will cover the Tameside Borough. It has been agreed that Tameside's Early Help Offer will be delivered via an Integrated Neighbourhood Model which delivers services across four locality areas (Ashton, Denton, Droylsden & Audenshaw, Stalybridge, Mossley & Dukinfield and Hyde, Hattersley and Longdendale). Children Social Care, Health Visitor and School Nursing services already deliver services based on the same geographical boundaries. The Children's Integrated Neighbourhood Model will also seek to align and interface with other existing models, namely the Integrated Neighbourhood Services for the Police and Adult Services.





The Children's Safeguarding Executive Partnership will coordinate its safeguarding arrangements in the following ways;

1. A new model of Integrated Neighbourhood Working to ensure the delivery of the Early Help offer. Tameside will strengthen joint working between partner agencies on the ground and develop local partnerships in a governance structure which engages all of the partners, including every single school.

2. Developing a Tameside Operational Multi-Agency Model (TOMM) that will mean partners provide early help and protect children from harm in a robust and effective manner.
3. Implementing Signs of Safety as its overarching practice model will offer a more inclusive, strengths based approach for all of the partnerships work with children and families.
4. Voice of the Child Strategy, Training and a Network of School/Youth Forums linked in to the Integrated Neighbourhood Forum Model will mean that the ideas and issues raised by young people are listened to and responded to at all level of the partnership arrangements.

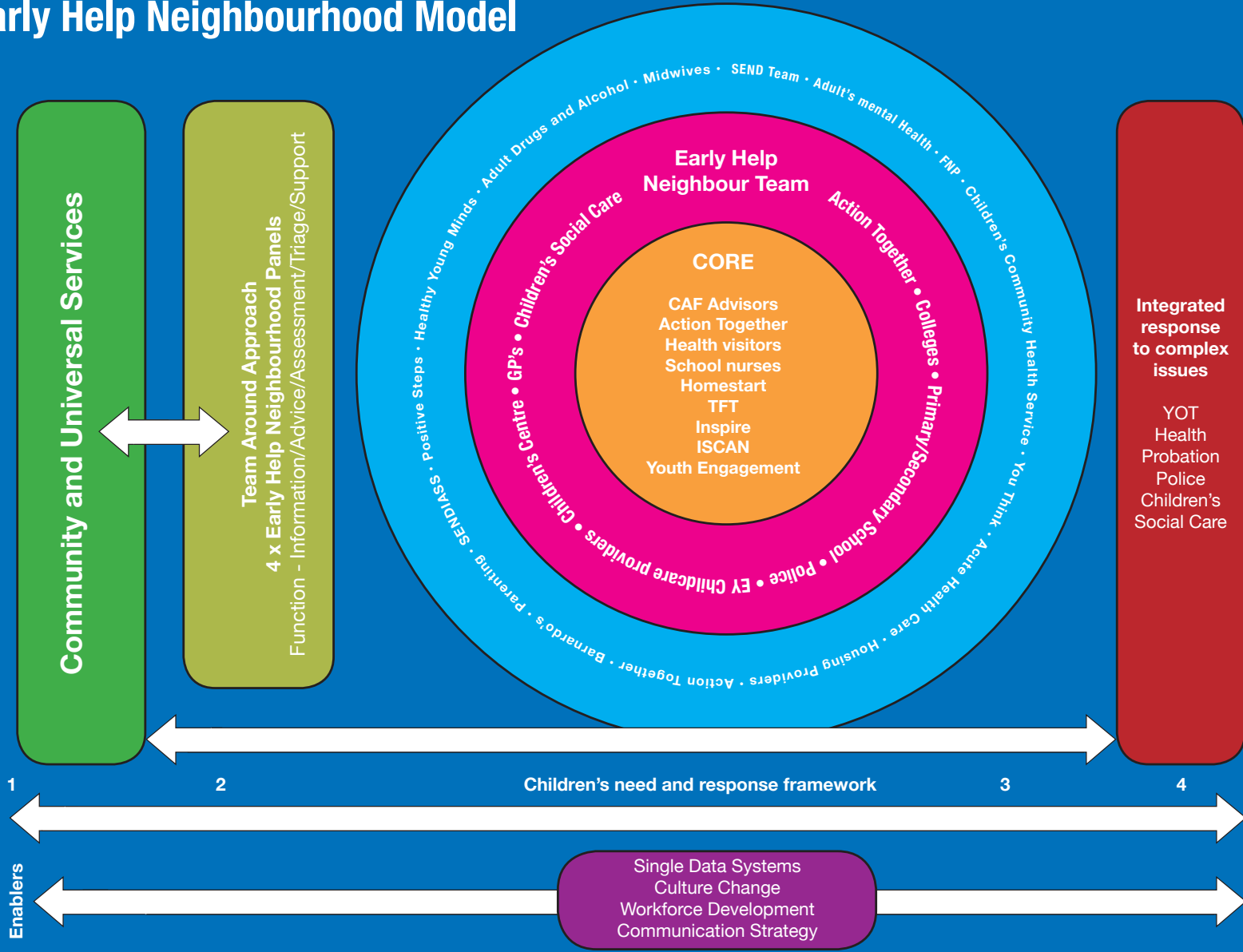
Integrated Neighbourhood Working

Each of the four locality areas will have a Neighbourhood Learning Circle that meets three times a year to identify emerging placed based issues and concerns and agree appropriate partnership responses to address them. In addition a Team Around the School model is being rolled out to give schools access to named practitioners across a range of services so that each school can discuss children of concern and put in place a holistic package of support before problems escalate.

The development of Tameside Early Help Offer, that underpins the Integrated Neighbourhood Model, places greater responsibility on universal and targeted support services to offer a package of coordinated support to address children and families needs at the earliest opportunity. It also seeks to reduce demand for specialist intervention such as Children Social Care. The four levels of need in Tameside's Threshold Guidance is still fundamentally relevant but will be amended to reflect the shift in emphasis away from thresholds and eligibility for a service, to a shared approach and a shared question of "who is best placed to help this family?".

Two Early Help Panels have been established in the North and South of the Borough to provide a holistic and coordinated response to complex early help needs that can't be managed by the Early Help Assessment or Team around the School approach.

Tameside Early Help Neighbourhood Model



Tameside Operating Multi-Agency Model (TOMM)

A Tameside Operating Multi-Agency Model (TOMM) is being developed with Partners in Tameside, which includes a fully functional Multi-agency Safeguarding Hub (MASH). The overarching aim of TOMM is to protect and safeguard the most vulnerable children and adults from harm, neglect and abuse by taking a more holistic view of the needs and situation.

The Overarching Operating Model will aim to deliver on the following Objectives:-

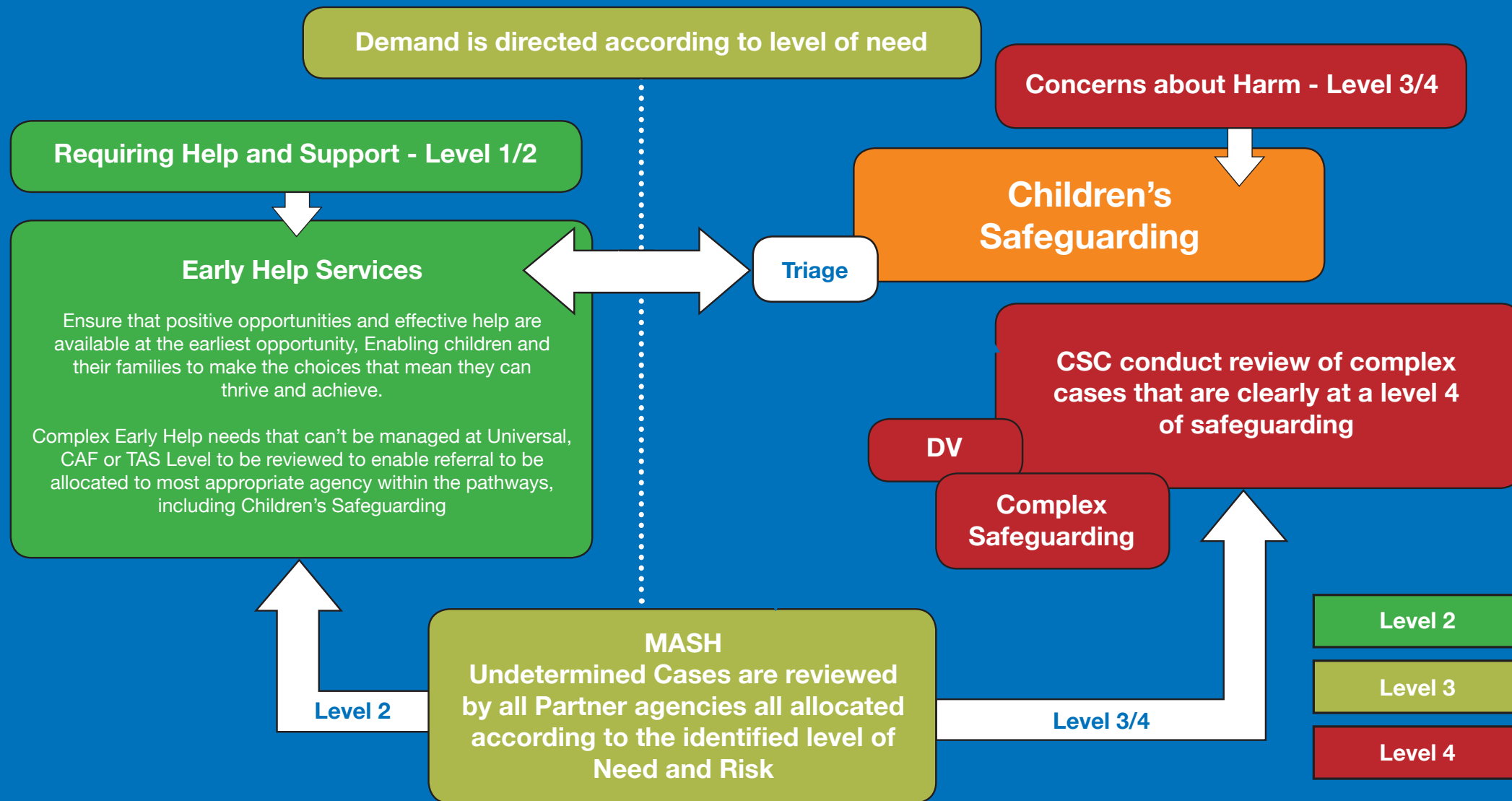
- Early identification and understanding of risk
- Earlier and better informed decisions based on a fuller picture of the Child's needs
- Victim Identification and Intervention
- Better recognition of multiple notifications of concern falling below threshold enabling the earliest identification of harm and risk to drive earliest intervention and support
- Strategic Harm identification and Reduction especially in relation to Domestic Violence(DV) and Child Sexual Exploitation(CSE)
- Analysis and research across the partnership data to identify risk, need, current and future demand
- Enabling targeted interventions and support for achieving the best outcomes possible for Children, Young People and Families
- Underpinning effective commissioning activity for service provision against identified need and demand within the borough

The Model is predicated on having a dedicated operational Children's Safeguarding receiving service for all safeguarding referrals, level 3/4 with a subsidiary receiving service for all Early Help and early intervention services/referrals at level 1-2. The process would be that in each respective service area a triage system would be set up to ensure every referral/contact is allocated to the most appropriate service first time. Any referrals received by Children's Safeguarding which do not meet the required threshold would be passed immediately to early help/intervention for service allocation. Equally any early help/intervention referrals received that have a potential level 4 safeguarding risk, would be passed immediately to Children's Safeguarding for triage and/or assessment. To support the robust oversight and management of contacts and referrals, Social Work resource will be placed within Early Help.

The principles behind this model are those of:

- Creating the Simplest Model possible
- MASH not used as a gateway for Early Help services as direct referrals can be made to Early Help Services
- MASH is there to support the investigation of level 4 safeguarding referrals only which minimises the volume of demand flowing into the MASH
- Brings all complex safeguarding together under one cohesive process and procedure
- The model is built from the concept of 'Help or Harm' in that services are there to help those at risk or in need of support and prevent harm being caused to those most vulnerable.

Tameside Operating Multi-Agency Model (TOMM)





Signs of Safety

Tameside is implementing Signs of Safety as its overarching practice model for all its work with children and families. The overall aim is to transform our approach to how we deliver services and support to children and families and that we implement the model across all our services. Tameside believes that the model will provide a clear theoretical framework and methodology to drive practice standards, service delivery and workforce development in line with Tameside's improvement plan and vision for the children and families we are working with.

Tameside has a clear vision that we will empower and enable families to bring about their own change and to require less intrusive levels of intervention. The Signs of Safety Model provides a clear set of skills, values and principles for practitioners and partners to use in their practice with families in order to achieve this.

Training to staff in Children's Services began in October 2018 and will continue into 2019. Half day briefing sessions for a wide range of partner agencies will begin in November. Children Services staff will begin to use the Signs of Safety Model in its child protection proceedings, LAC Reviews, Child in Need and CAF meetings.

Voice of the Child

Tameside Youth Council has consulted with children and young people across Tameside and agreed, as part of a wider Voice of the Child Strategy, a series of standards that they expect all professionals working with, and for, children and young people to use in their day to day practice. They have called these their 'Statement of Expectations'. In addition Tameside Children in Care Council has developed the 'Tameside Pledge' which all safeguarding partners have signed up to and are committed to delivering against.

The Voice of the Child Strategy was launched at a high profile event organised and facilitated by the Youth Council in March 2018. The Youth Council have been commissioned to deliver Voice of the Child training as part of Tameside Safeguarding Children Partnerships Training Programme twice a year.

Members of Tameside Youth Council and Children in Care Council will also be involved in Tameside Safeguarding Children Partnerships scrutiny and challenge of the safeguarding arrangements. In particular they will check that safeguarding partners and relevant agencies are adhering to the 'Statement of Expectations' and 'Tameside Pledge' through regular auditing, including the Section 11. audit.



STATEMENT OF EXPECTATIONS FROM CHILDREN AND YOUNG PEOPLE

1. If you say you are going to do something, DO IT. If it can't happen then check back in with me and explain why.
2. I won't always agree with you, my views should be respected even if adults disagree with them.
3. Don't make excuses; tell us honestly rather than being vague and unclear.
4. Respect confidentiality, ask before sharing. We know there are times what we say has to be passed on, we ask that we are told that is going to happen and to whom the information is being passed.
5. Young people's wishes should be taken seriously. Why ask us what we think or want, if it has no influence on what happens. This builds false hope. Don't ask our opinion if you have already made your decision, what would it change? I want to see, how what I have said, and influences the way forward.
6. We are young not stupid, don't patronize us. Our words should have the same weight as an adult.
7. Difference doesn't mean BAD or WRONG, embrace my differences.
8. Professionals should be knowledgeable and passionate about the topic.
9. Young people want to know that the adult is qualified and relatable. We need to be able to build a valued relationship.
10. Make commitments and appointments and stick to them. To cancel a meeting can lead to us thinking you don't value us.
11. Is the young person comfortable? If not do something about it! Think about the way to build a positive relationship.
12. All adults should take on board young people's concerns and ideas. Help us find the solution rather than impose your own on us.
13. Honesty is a good way to build trust.
14. We are all unique, our problem is unique, and the solution should be unique! One size DOES NOT fit all.
15. We need to be an equal partner in any relationship, we are as important as any adult.



VOICE

12

17



Appendix A

Chair	Independent Chair
Vice Chair	One of the 3 Safeguarding Partnership representatives from Children's Social Care, Health (CCG) or Greater Manchester Police.
Frequency	Quarterly plus one joint Development Session with the 4 Strategic Partnerships
Quorum	Minimum of 3 Safeguarding Partnership Representatives namely, Children's Social Care, Health (CCG), Greater Manchester Police must be represented as well as Education. This does not include the Chair of the group or Partnership Support Officers. Attendance will be monitored by the Executive Partnership.
Membership	<p>Members will be Directors (or equivalent rank) of the service area or organisation that they represent.</p> <ul style="list-style-type: none"> • Tameside & Glossop Integrated Care Foundation Trust • Pennine Care Foundation Trust • Action Together • Chair of Primary Heads • Chair of Secondary Heads • Director of Public Health • Children's Independent Advocate
Deputising arrangements	<p>Any members of the Children's Safeguarding Executive Partnership who are unable to attend a meeting should identify a deputy to attend in their place. Deputies should be no more than one tier below the lead member. Members should ensure that the deputy is able to contribute effectively to the decision making in the meeting, and should be the contact point for information requests in the absence of the Agency representative.</p> <p>If the Chair is unavailable then of the 3 safeguarding members will deputise.</p>
Confidentiality	<p>All panel members will abide by the principles set down in the Greater Manchester Policy for the Secure Handling of Protected Information http://greatermanchesterscb.proceduresonline.com/chapters/p_sec_handling_prot_info.html</p> <p>Group members shall keep confidential any information obtained as a result of inter-agency co-operation save to the extent that disclosure of the information is necessary in order to discharge the functions of the group. Due to the confidential nature of the meetings any requests to attend as an observer must first be approved by the group.</p>

Reporting	Quarterly reports on the impact and effectiveness of safeguarding activity will be presented at TSCP Executive meetings in line with the Performance Management Framework.
Review	TORs to be reviewed annually (last review October 2018)
Accountability	<p>Members of the Children's Safeguarding Executive Partnership are expected to hold one another to account and to challenge when necessary. The Independent Chair will act as an intermediary and mutually agree resolutions to disagreements when required to do so.</p> <p>Once established the Children's Independent Advocate will hold members to account on behalf of the children and young people of Tameside, ensuring that their views are listened to, considered and responded to.</p> <p>Tameside's Safeguarding arrangements will be independently scrutinised by the GM Standards Board which reports to the Children's Board and ultimately to the Greater Manchester Combined Authority.</p>
Purpose	<ol style="list-style-type: none"> 1. To act as a strategic leadership group that engages and coordinates services to safeguard and promote the welfare of children in Tameside. 2. To identify and respond to new safeguarding issues and emerging threats. 3. To promote and embed learning from local and national learning including from serious child safeguarding incidents and quality assurance activity.



<p>Terms of Reference</p>	<ul style="list-style-type: none"> • To set the vision, strategy and policy direction for Tameside's safeguarding arrangements • Agree the Business Plan for TSCP and monitor progress against this plan • Allocate the necessary resources to deliver against the Business Plan and the statutory duties set out in Working Together to Safeguard Children (2018) • Monitor and oversee the work of the partnership groups, ensuring that activity and work plans are consistent with strategic safeguarding children objectives and that barriers to implementation are removed • Ensure that TSCB maintains effective relationships with other strategic partnerships in Tameside and beyond and has a direct impact on the wider strategic planning and commissioning of services • Ensure that member's hold each other to account and that safeguarding within each organisation is effective • Ensure that the Board has appropriate information to identify strengths and areas for improvement in respect of safeguarding through a robust quality assurance framework and an effective performance management programme. • Challenge and influence the commissioning of services • Ensure that the learning from Serious Case Reviews supports continuous improvement within organisations and better outcomes for children and young people • Produce, authorise and agree recommendations from the TSCP Annual Report • Decide on matters which the Executive Partnership should delegate to Strategic Partnerships or Partnership groups for further discussion/ advice/resolution. • Authorise media communications. • Receive recommendations from the TSCP Learning and Improvement Group and Quality Assurance and Performance Management Group about learning, areas of strength and weakness, scope for improvement, emerging priorities and progress of objectives. • Ensure that the TSCP operates effectively, efficiently and economically.
<p>Agenda & Papers</p>	<p>The agenda is set around the TSCP vision and strategic priorities and any other associated activity currently being undertaken in line with case reviews, scrutiny and challenge or Voice of the Child. Members of the group are invited to contribute agenda items. The agenda together with relevant papers will be circulated to members one week prior to the meeting by the TSCP Administrator.</p>
<p>Minutes</p>	<p>The Independent Chair will approve minutes of meetings prior to circulation.</p> <p>Electronic minutes will be maintained by the TSCP Administrator.</p>

Appendix B

Chair	TBC- This should be member of the Executive Partnership or delegated responsibility to a tier 2 member of staff.
Vice Chair	TBC
Frequency	Monthly
Quorum	Minimum of 3 Safeguarding Partnership Representatives namely, Children’s Social Care, Health, Greater Manchester Police plus Education must be represented. This does not include the Chair of the group or Partnership Support Officers. Attendance will be monitored and reported to the Executive Partnership.
Membership	<p>Level tier two members of staff representing organisation (Assistant Director)</p> <p>The expectations of membership are that organisations should designate particular named people as their group member so that there is consistency and continuity in membership. Members need to be people with a strategic role in relation to safeguarding and promoting the welfare of children within their organisation. They should be able to:</p> <ul style="list-style-type: none"> • Strive for 100% attendance at meetings. • Speak for their organisation with authority. • Commit their organisation on policy and practice matters. • Hold their organisation to account. • Contribute to Multi-Agency decision making. <p>Furthermore, they will be expected to fully participate in meetings having read the agenda and all backing papers and any requests for information or actions will be responded to in a timely manner.</p> <p>Membership meeting the above criteria to include:</p> <p>Children’s Social Care, Clinical Commissioning Group, Tameside and Glossop Integrated Care Foundation Trust, Pennine Care, Greater Manchester Police, Tameside Families Together, Jigsaw, Action Together, Youth Offending Team, Education, Legal.</p> <p>Other agency or service representatives may be invited to attend meetings when the need arises.</p> <p>In addition to the standing membership, the Business Manager and Multi-Agency Training Organiser will attend meetings in an advisory capacity.</p>

Deputising arrangements	Any member of the group who is unable to attend should ensure that with prior agreement of the Chair they arrange for a fully informed deputy of equivalent status (see expectations of membership) to attend on their behalf. The deputy should be able to contribute effectively to the meeting, and should be the contact point for actions or information requests in the absence of their usual agency member. If the Chair is unavailable the Vice Chair will deputise.
Confidentiality	All members will abide by the principles set down in the Greater Manchester Policy for the Secure Handling of Protected Information: http://greatermanchesterscb.proceduresonline.com/chapters/p_sec_handling_prot_info.html and the provisions of the Data Protection Act and General Data Protection Regulation 2018. Members shall keep confidential any information obtained as a result of the business of the group, save to the extent that disclosure of the information is necessary in order to discharge the terms of reference.
Reporting	The Group will contribute to the safeguarding partner's annual report and the Chair will provide regular updates on business to the Children's Safeguarding Executive Partnership.
Review	6 months in the first instance and then annually thereafter.
Accountability	This Group is accountable to the Children's Safeguarding Executive Partnership.
Purpose	Promote a culture of continuous multi-agency learning and improvement through coordination of the review of serious cases and the development and communication of training, guidance, resources and tools; based on the learning from child safeguarding practice reviews, performance management, national guidance and legislation. The group will ensure that a process exists for evaluating the effectiveness and impact of the findings and recommendations from practice reviews, performance management activity and multi-agency learning.

Terms of Reference

The purpose of the sub-group will be achieved through:

- Oversight and governance of the 'Rapid Review Process' (See separate process flowchart in Appendix D).
- Receiving recommendations from the 'Rapid Review Process' relating to serious cases.
- Immediately seek assurance as to the continued safety and wellbeing of the child or young person subject of the serious case or any other child or young person associated with them (e.g. siblings, or other children in an institution where abuse is alleged).
- Agreeing, in the light of each case, the scope, preferred review methodology and key lines of enquiry.
- Monitoring and oversight of the review process ensuring timely completion in accordance with statutory guidelines. Including, sight of draft final reports and feedback to report author and review team.
- Consideration of serious cases, which do not meet criteria for child safeguarding practice reviews but nevertheless raise issues of importance in Tameside and opportunities for learning. That might, for example, include where there has been good practice, poor practice or where there have been 'near miss' events. If it is decided to review locally such a case, agree the scope, timescale and review methodology and key lines of enquiry.
- Development and oversight of the delivery of action plans from the findings and recommendations of child safeguarding practice reviews.
- Signing off of single agency actions once verification and evidence has been produced.
- Signing off child safeguarding practice review action plans once all actions are complete, verified and evidence produced.
- Establishing formal links with the 'Quality Assurance and Performance Management Group' for the purposes of:
 - Informing their schedule of auditing themes through the sharing of emerging themes from the findings of review activity.
 - Receiving assurance that actions designed to improve practice have been instigated for further consideration by the learning and improvement group.
- Listening to and consulting with practitioners from the work force ensuring that their views and opinions influence the planning and delivery of multi-agency learning events.
- Listening to and consulting with children and young people ensuring that their views and opinions influence the planning and delivery of multi-agency learning events.
- Reinforced links to Multi-Agency neighbourhood forums in order to assure that new models of practice are embedded; findings from review and auditing activity are widely disseminated, are influencing practice and making a difference and short life multi-agency working groups are convened when necessary to address emerging issues and improve professional practice.
- Maintaining oversight of training for safeguarding children planned and delivered on a multi-agency basis, ensuring that training is delivered by trainers knowledgeable about safeguarding and that materials are relevant, up to date and is in accordance with the Partnership's priorities, local & national guidance.
- Monitoring the operation and effectiveness of the training pool.
- Contributing to public awareness campaigns in order to raise awareness in the wider community, including faith and minority communities and independent agencies, about how everybody can contribute to safeguarding and promoting the welfare of children.

Agenda & Papers	All members of the group are expected to contribute to the agenda. Business items should be provided to the Chair and support officer in a timely manner in order to facilitate distribution of the agenda and backing papers no later than one week prior to the scheduled meeting.
Minutes	The chair will approve minutes of meetings prior to circulation. Electronic minutes will be maintained and stored by partnership support officers.



Appendix C

Chair	TBC- This should be a member of the Children’s Safeguarding Executive Partnership or delegated responsibility to a tier 2 member of staff.
Vice Chair	TBC
Frequency	Once a month
Quorum	A minimum of 3 Safeguarding Partnership Representatives from Children’s Social Care, Health (CCG) and Greater Manchester Police. This does not include the Chair of the group or Partnership Support Officers. Attendance will be monitored by the Executive Partnership.
Membership	<p>Level tier two members of staff representing organisation (Assistant Director) and chairs/vice chairs of partnership groups.</p> <p>The four partnership representatives; Social Care, Health, Mental Health and Greater Manchester Police. In addition a representative (s) from Education, representative who can speak for the four Neighbourhood Learning Circles and Independent Advocate for the Voice of the Child (can speak for the Youth Council/Children in Care Council)</p> <p>Chair/ vice chair of Domestic Abuse, Early Help, Neglect, CSE/Complex Safeguarding and attendance of other partnership groups that might be set up by the Children’s Safeguarding Executive Partnership.</p>
Deputising arrangements	Any members of the Quality Assurance and Performance Management group who are unable to attend a meeting should identify a deputy to attend in their place. Members should ensure that the deputy is able to contribute effectively to the decision making in the meeting, and should be the contact point for information requests in the absence of the Agency representative.
Confidentiality	<p>All panel members will abide by the principles set down in the Greater Manchester Policy for the Secure Handling of Protected Information http://greatermanchesterscb.proceduresonline.com/chapters/p_sec_handling_prot_info.html</p> <p>Group members shall keep confidential any information obtained as a result of inter-agency co-operation save to the extent that disclosure of the information is necessary in order to discharge the functions of the group. Due to the confidential nature of the meetings any requests to attend as an observer must first be approved by the group.</p>
Reporting	Quarterly reports on safeguarding activity of partners are presented at TSP Executive meetings. An Annual Report, summarising progress within the Quality Assurance Framework will be presented by the Panel chair as per the forward planner; the QAPM group provides reports to the Executive Partnership on progress of Section 11 and 175 audits, single agency audits, multi-agency audit progress, and reviews embedded practices which have arisen from Local Child Safeguarding Practice Reviews.

Review	TORs to be reviewed annually (last review October 2018)
Accountability	This Panel is accountable to the Children’s Safeguarding Executive Partnership but has delegated power of responsibility from the Executive Members to undertake the functions set out below and to challenge and hold one another to account. Failure to undertake the functions, or to perform those functions in a timely and effective fashion, will be reported up to Executive Members.
Purpose	<p>To seek assurance from agencies and partnership groups that they are delivering good services which safeguard and promote the welfare of children.</p> <p>The group should act as a critical friend and in collaboration with those agencies and partnership groups will have a clear line of sight on practice. It will identify areas for improvement and enable the Executive Members to improve service provision.</p>
Terms of Reference	<ul style="list-style-type: none"> • Collect and challenge each other single-agency audits schedules and reports. • To consider the effectiveness of partner agencies to safeguard and promote the welfare of children via multi-agency thematic safeguarding audits. To report on these findings, including arising challenges, to and TSP for discussion, comment and further action. • Annual Section 175 audits and bi-annual Section 11 audit. • To ensure the Voice of the Child/ feedback from services is integral to safeguarding activity and that this drives service improvement • To ensure actions from Case Reviews have been embedded into practice by including quality assurance checks through the Quality Assurance framework. • To provide the Learning and Improvement Group with relevant multi-agency learning and actions that need to be communicated across the workforce to ensure that changes to practice are embedded. • It is not expected the members of the group will do the actual work, but to delegate the responsibility to other staff working within their own agency.
Agenda & Papers	The agenda is set around the QAPM work plan and any other associated activity currently being undertaken in line with auditing, data scrutiny or Voice of the Child. Members of the group are invited to contribute agenda items. The agenda together with relevant papers will be circulated to members one week prior to the meeting by the TSP Administrator.
Minutes	<p>The chair will approve minutes of meetings prior to circulation.</p> <p>Electronic minutes will be maintained by the TSCP Administrator.</p>

Appendix D

From 29 June 2018 local authorities in England must notify the national Child Safeguarding Practice Review Panel within 5 working days of becoming aware of a serious incident.

A serious incident is defined as follows;

Where a local authority in England knows or suspects that a child has been abused or neglected, the local authority must notify the Child Safeguarding

Practice Review Panel if –

- (a) the child dies or is seriously harmed in the local authority's area, or**
- (b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England.**

Source: <https://www.gov.uk/guidance/report-a-serious-child-safeguarding-incident>

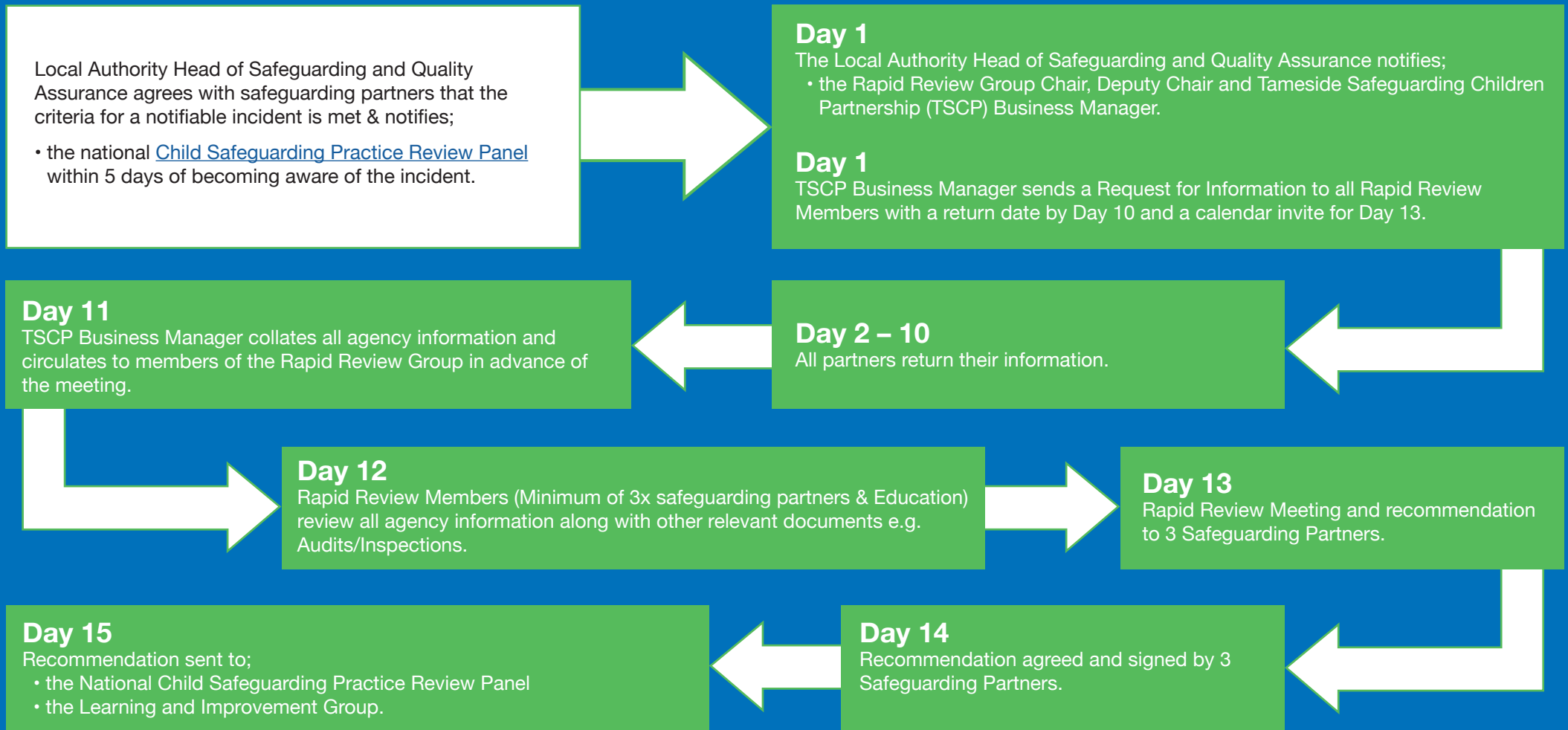
Safeguarding Partners must undertake a rapid review into all serious child safeguarding cases promptly and complete this within fifteen working days of becoming aware of the incident.

Source: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/722309/Letter_from_Edward_Timpson_Child_Safeguarding_Practice_Review_Panel.pdf

Tameside Safeguarding Children Partnership has agreed that partners should determine whether the criteria for a Serious Incident is met at the Strategy Meeting for that case. The Strategy Meeting template will reference the criteria for a Serious Incident as outlined above and ask whether the criteria is met. The template will advise professionals that where the criteria is met they must notify the Local Authority Head of Safeguarding and Quality Assurance on the same day.



Rapid Review Process Flowchart



Appendix E

Memorandum of Understanding

between

**Tameside Safeguarding Children Board,
Tameside Safeguarding Adults Board**

**Tameside Community Safety Partnership &
Tameside Health and Well-Being Board**

Signed:

Independent Chair of Tameside
Safeguarding Children Board

Signed:

Independent Chair of Tameside Adults
Safeguarding Partnership Board

Signed:

Chair of Health & Well-Being Board

Signed:

Chair of Community Safety Partnership

Memorandum of Understanding

between

**Tameside Safeguarding Children Board,
Tameside Safeguarding Adults Board**

**Tameside Community Safety Partnership &
Tameside Health and Well-Being Board**

Introduction

1. This document sets out the expectations of the relationship and working arrangements between the Strategic partnership boards in Tameside which are concerned with safeguarding ie Tameside Safeguarding Children Board (TSCB), Tameside Safeguarding Adults Partnership Board (TASPB) and Tameside Health and Well-Being Board. (H&WB), the Tameside Community Safety Partnership (TCSP).
2. This Memorandum covers their respective functions and roles, joint arrangements for challenge and oversight, scrutiny, and performance management.
3. The Independent Chair of the TSCB and the TASPB, the chair of the Health and Well-Being Board, the Director of Children's Services, (DCS), the chair of Tameside Community Safety Partnership and the Chief Executive of Tameside Council, have formally agreed to the arrangements set out in this document, which will be subject to bi-annual review (from the date of initial agreement) or immediately following legislative change.

Statutory Functions

4. Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.
5. The Health and Social Care Act 2012 established Health and Wellbeing Boards as a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. Working Together to Safeguard Children: 2013 places a responsibility on the Director of Public Health to ensure that the needs of vulnerable children are a key part of the Joint Strategic Needs Assessment which is developed by the Health and Wellbeing Board.

6. Tameside Community Safety Partnership has specific statutory responsibilities as set out in the Crime and Disorder Act 1998 and the Police and Justice Act 2006, summarised as follows.

- a. Production of an annual strategy and action plan for reducing crime and disorder and substance misuse
- b. Information sharing governance and processes
- c. Production of a Strategic Assessment
- d. Community engagement to drive priorities and activity
- e. Undertake Domestic Homicide Reviews.

Tameside Adult Safeguarding Partnership Board

7. Tameside Adult Safeguarding Board has statutory responsibilities in response to the Care Act 2014. The main objective of the Board is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who meet the criteria set out in the Care Act. The duties apply to an Adult who:-

- has needs for care and support (whether or not the local authority is meeting any of those needs)
- is experiencing, or at risk of, abuse or neglect
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect

Role of Tameside Adult Safeguarding Partnership Board

8. The Safeguarding Adult Board has 3 core duties:

- it must publish a strategic plan for each financial year that sets how it will meet its main objective and what the members will do to achieve this
- it must publish an annual report detailing activity during the course of the year evidencing the work with Partner Agencies to deliver the Boards main objectives and strategy
- it must conduct any safeguarding adults review in accordance with Section 44 of the Act. 14.139

9. Tameside Adult Safeguarding Partnership Board

- identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of adults
- establish ways of analysing and interrogating data on safeguarding notifications that increase the Boards understanding of prevalence of abuse and neglect locally that builds up a picture over time
- establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements
- determine its arrangements for peer review and self-audit
- establish mechanisms for developing policies and strategies for protecting adults which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives

- develop preventative strategies that aim to reduce instances of abuse and neglect in its area
- identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry
- formulate guidance about the arrangements for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults
- develop strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect
- balance the requirements of confidentiality with the consideration that, to protect adults, it may be necessary to share information on a 'need-to-know basis'
- identify mechanisms for monitoring and reviewing the implementation and impact of policy and training
- carry out safeguarding adult reviews and determine any publication arrangements;
- produce a strategic plan and an annual report
- evidence how Board members have challenged one another and held other boards to account
- promote multi-agency training and consider any specialist training that may be required. Consider any scope to jointly commission some training with other partnerships, such as the Community Safety Partnership

Role of Multi-Agency Safeguarding Arrangements (Children)

10. The DCS, CCG and Police have a shared and equal statutory responsibility for ensuring effective safeguarding arrangements for the Local Authority area. The three safeguarding partners, via the Children's Executive Safeguarding Partnership, should "agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents." (Working Together to Safeguard Children, July 2018).
11. Working Together to Safeguard Children (2018) states that the purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:-
 - children are safeguarded and their welfare promoted
 - partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
 - organisations and agencies challenge appropriately and hold one another to account effectively
 - there is early identification and analysis of new safeguarding issues and emerging threats
 - learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
 - information is shared effectively to facilitate more accurate and timely decision making for children and families.

Functions of Multi-Agency Safeguarding Arrangements

12. In order to work together effectively, the safeguarding partners with other local organisations and agencies should develop processes that:-
- facilitate and drive action beyond usual institutional and agency constraints and boundaries
 - ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families

Role of Health & Wellbeing Boards

13. Tameside has its own H&WB. Board members collaborate to understand the local community's needs, agree priorities and encourage commissioners to work in a more joined up way so that patients and the public experience more joined-up services from the NHS and Tameside Council.
14. The H&WB aims to help communities to have a greater say in understanding and addressing their local health and social care needs.
15. Functions of Tameside H&WB
- The H&WB has strategic influence over commissioning decisions across health, public health and social care
 - The Board strengthens democratic legitimacy by involving democratically elected representatives and patient representatives in commissioning decisions alongside commissioners across health and social care. The Board also provides a forum for challenge, discussion, and the involvement of local people.
 - The H&WB brings together the Tameside Clinical Commissioning Group and Tameside Council to develop a shared understanding of the health and wellbeing needs in the Borough. They have undertaken the Joint Strategic

Needs Assessment (JSNA) and developed a Joint Health and Wellbeing Strategy for how these needs can be best addressed. This includes recommendations for joint commissioning and integrating services across health and care

16. By undertaking the JSNA, the H&WB drives local commissioning of health care, social care and public health and creates a more effective and responsive local health and care system.

Role of the Community Safety Partnership (Tameside Community Safety Partnership)

17. The role of the TCSP is set out in a range of legislation including the Crime and Disorder Act 1998, the Police and Justice Act 2006 and the Police and Social Responsibility 2011.
18. The TCSP holds the agenda for crime and disorder prevention and reduction.
19. Together with all appropriate organisations and services, the partnership will oversee the delivery of the Community Safety strategy. As a minimum the strategy must incorporate the following thematic areas.
- Reduce reoffending
 - Tackle crime and disorder
 - Tackle antisocial behaviour
 - Tackle alcohol and substance misuse
 - Tackle any other behaviour which has a negative effect on the local environment.

20. The partnership has specific statutory responsibilities as set out in the Crime and Disorder Act 1998 and the Police and Justice Act 2006, summarised as follows.

- Production of an annual strategy and action plan for reducing crime and disorder and substance misuse
- Information sharing governance and processes
- Production of a Strategic Assessment
- Community engagement to drive priorities and activity
- Undertake Domestic Homicide Reviews.

21. The Police Reform and Social Responsibility Act 2011 has created a wider framework for partnership working in relation to the newly established Police and Crime Commissioners. This includes two inter-related duties to cooperate which set out a clear aim for partnership working across partners involved in community safety and criminal justice. The community safety duty specifies that a PCC and the responsible authorities on a CSP must cooperate and take account of one another's priorities.

Relationship between the independent chair of the Tameside Safeguarding Children Board, Tameside Adult Safeguarding Partnership Board, Tameside Community Safety Partnership Board and the chair of the Health and Wellbeing Board.

22. The relationship and working arrangements are governed by agreements between the three statutory agencies i.e. Local Authority, Police and Clinical Commissioning Group for improving services and outcomes.

23. The Chairs will meet 3 times a year with the statutory agencies, to align and review shared strategic priorities. There is an expectation of mutual challenge and collaboration for the effective delivery to protect the most vulnerable.

24. Every year, as part of the Safeguarding Boards Annual Reporting arrangements the Health and Wellbeing Board will be informed of effectiveness of service provision in the context of safeguarding children and adults.

Shared Priorities

25. The Boards have mapped their shared priorities, and identified the lead partnership responsible for driving the work streams as illustrated overleaf.

26. The terms of reference for each work programme will indicate how it encompasses each Boards requirement.

27. It is an expectation that assurance is given to each Board regarding activity relating to the shared priorities in keeping with the core functions and responsibilities.

Performance Management

28. Boards will receive performance management data and analysis to inform the effective delivery of the business.

Matrix of Leadership and Governance Arrangements in relation to Complex Safeguarding

Domains/ Issues	Lead Partnership	Working with...	Work Programme	GM Governance
Domestic Abuse inc. Honour Based Violence, Forced Marriage, Stalking & Harassment	CSP	Children, Adults & HWBB	Domestic Abuse Steering Group	GM Domestic Abuse Partnership Board
Financial and Material	CSP	Adults	**TBA**	
Modern Slavery and Trafficking	CSP	Adults & Children	GMP Gold & Silver Meetings	Operation Challenger
Organised Crime Groups	CSP	Adults & Children	GMP Gold & Silver Meetings	Operation Challenger
Hate Crime	CSP	n/a	Tameside Hate Incident Panel	GM Hate Crime meeting
Prevent	CSP	Adults & Children	Prevent & Channel Panel	GM Community Resilience Group
Cyber/online crime	CSP	Adults & Children	**TBA**	
Homelessness	CSP	Adults & Children	Preventing Homelessness Group and Registered Social Landlords Forum	
Substance Misuse	CSP	CSP	Tameside Strategic Drug and Alcohol Steering Group	GM Communities in Charge
Sexual Exploitation	Children	Adults	**TBA**	GM Complex Safeguarding Group GM Standards Board
FGM	Children	Adults	**TBA**	GM FGM Group
Self-Neglect	Adults	Children	**TBA**	**TBA**