

Report to : EDUCATION ATTAINMENT IMPROVEMENT BOARD

Date : 28 March 2017

Reporting Officer: Stewart Tod, TSCB Business Manager

Subject : ROLES AND RESPONSIBILITIES OF TAMESIDE SAFEGUARDING CHILDREN BOARD (TSCB)

Report Summary : The report outlines the main purpose, and specific roles and responsibilities, of a Local Safeguarding Children Board. In addition it highlights the main findings from the Ofsted report published in December 2016 and outlines the TSCBs response to the recommendations.

Recommendations : That Members note the content of the report.

Policy Implications : In line with Council policy.

Financial Implications : There are no direct financial implications arising from the report.
(Authorised by the Section 151 Officer)

Legal Implications : The report provides an overview of roles and responsibilities of the Board and identifies the way in which it will ensure it will achieve statutory responsibilities and the best possible outcomes for the residents of Tameside.
(Authorised by the Borough Solicitor)

Risk Management : There are no risk associated with this report.

Access to Information : The background papers relating to this report can be inspected by contacting Stewart Tod stewart.tod@tameside.gov.uk

1. STATUTORY LSCB ROLES AND RESPONSIBILITIES

- 1.1 The Children Act 2004 resulted in all Local Authority areas in England and Wales having to establish a Local Safeguarding Children Board. The subsequent 'Working Together to Safeguard Children' guidance, originally published in 2006, set out which organisations were to be statutory partners. All Education establishments are statutory partners and are required to fulfil their safeguarding duties under Section 175 of the Education Act 2002. A full list of TSCB members can be found in **Appendix A**.
- 1.2 The role of LSCBs are to coordinate, monitor and support what is done by each person or body represented on the LSCB for the purposes of safeguarding and promoting the welfare of children in the area of the authority. LSCBs should ensure the effectiveness of what is done by each such person or body for that purpose. Tameside Safeguarding Children Board therefore has a statutory duty to ensure that all schools are fulfilling their safeguarding duties effectively.
- 1.3 Working Together to Safeguard Children (2015) identifies 5 key LSCB responsibilities. These are:
- developing policies and procedures for safeguarding and promoting the welfare of children
 - communicating the need to safeguard and promote the welfare of children, raising awareness of good practice and encouraging staff and services to carry out their safeguarding responsibilities to the best of their ability
 - monitoring and evaluating the effectiveness of what is done by Board partners individually and collectively to safeguard children
 - participating in the planning of services for children in the area
 - conducting reviews of serious cases and advising Board partners on the lessons to be learned

2. OFSTED INSPECTION AND JUDGEMENT

- 2.1 The Ofsted Inspection judged TSCB to 'Require Improvement'. The Inspection found that the Board was not in a position to scrutinise and challenge partner agencies practice due to a lack of good quality performance information. The OFSTED report made 6 recommendations in relation to the Board. These are shown in the TSCB Improvement Plan in **Appendix B**.
- 2.2 The OFSTED report also cited various achievements including;
- "Revisions of threshold guidance in 2015 and the children's needs framework in June 2016, combined with the revision of referral pathways for self-harm, female genital mutilation, forced marriage and children at risk of radicalisation, have ensured that procedures are up to date."
 - "Training reflects policies and procedures, and their updates and learning from serious case reviews, multi-agency case reviews and audits, and has a focus on skill development as well as knowledge. Additionally, learning is communicated through widely circulated 7 minute briefings that are discussed in team meetings, safeguarding updates and e-bulletins."
 - "The Serious and Significant Case Review Sub-Group is an active group that has managed effectively a considerable number of serious case reviews and multi-agency case reviews, relative to the size of the local authority. The panel has effectively ensured implementation of action plans by the relevant agencies and has progressed disseminated of the findings through the learning and improvement sub-group."
 - "A strong section 11 audit process incorporates the voice of the child and ensures that partner agencies produce evidence of their compliance."

- “The influence of the board in service planning is evidence through its contribution to the planned transformation of mental health services for children.”

3. TSCB RESPONSE

TSCB has been able to secure partnership agreement on a range of key changes and actions. On that basis it has already begun to implement some of those changes and actions. These are summarised below and once fully implemented will together provide the structure, strategy and systems required for sustainable improvement.

TSCB Re-Structure & Reporting Arrangements

- 3.1 Business Group removed from Board Structure so that sub-groups report direct to Strategic Members thereby enhancing accountability
- 3.2 New Threshold Management Sub-Group established to monitor the effectiveness of the Hub arrangements and the application of Thresholds
- 3.3 Report templates revised to ensure all reports are relevant to children’s safeguarding, describe what good ‘looks like’ and highlights performance against that standard to enable challenge
- 3.4 **Business Planning and Sub-Group Activity**
 - TSCB Strategy and Business Plan revised and includes Threshold Management as a strategic priority, incorporating the previous Early Help strategic priority.
 - CSE Systems Review commissioned 17 Feb and will inform the development of new CSE Strategy.
 - Revised Multi-Agency Dataset approved by Quality Assurance and Performance Management (QAPM) Sub-Group in January 2017.
 - Strategic Quality Assurance and Performance Management Framework drafted and approved by QAPM in February 2017.
- 3.5 **Quality Assurance and Performance Management**
 - Multi-Agency Audit Schedule increased from 2 to 5 themes a year and will double the number of cases to be audited
 - Single Agency Audit Schedule in place
 - Strategic QAPM Framework includes Reflective Reviews, Independent Evaluation & Service User Feedback
 - Apprentice Youth Participation Officer being recruited to gather service user feedback from children involved at CAF, CIN, CP & LAC Level.

4. RECOMMENDATION

- 4.1 That Members note the content of the report.

APPENDIX A

TSCB Board Membership

TSCB Membership			
Agency	Name	Title	TSCB Role
	David Niven		Independent Chair
	Stewart Tod	TSCB Business Manager	Observer
TMBC	Steven Pleasant	Chief Executive	Member
TMBC - People	Stephanie Butterworth	Executive Director	Member
Children' s Services	Dominic Tumelty	Assistant Executive Director	Member
TMBC - Stronger Communities	Emma Varnham	Assistant Executive Director	Member
Education	Bob Berry	Interim Assistant Executive Director	Member
Primary Schools	Carolyn Divers	Head Teacher	Member
Colleges	Leon Dowd	Vice Principal	Member
Pupil Referral Unit	Maureen Bretell	Principal	Member
Housing	John Hughes	Housing Strategy Officer	Member
Community Rehabilitation Company	Donna Meade	Community Director	Member
National Probation Service	Richard Moses	Head of Stockport and Tameside NPS	Member
CAFCASS	Glen Hagan	Service Manager	Member
Community and Voluntary Action Tameside	Ben Gilchrist	Chief Executive	Member
Pennine Care NHS Foundation Trust	Mark Stan Boaler	Service Director	Member
Public Health	Angela Hardman	Director of Public Health	Member
NHS England	Linda Buckley		Member
NHS Tameside and Glossop Clinical Commissioning Group	Michelle Walsh	Director of Nursing and Quality	Member
Tameside Hospital	Pauline Jones	Chief Nurse	Member
Greater Manchester Police	Dean Howard	Super Intendent	Member
TMBC Elected Member	Peter Robinson	Councillor	Observer
Children's Services	Gerard Sweeney	Head of Service - Safeguarding	Sub Group Chair and Member
Greater Manchester Police	Robert Cousen	Detective Chief Inspector	Sub Group Chair and Member
NHS Tameside and Glossop CCG	Munera Khan	Designated Doctor Safeguarding	Sub Group Chair and Advisor to Board
NHS Tameside and Glossop CCG	Hazel Chamberlain	Lead Designated Nurse Safeguarding	Sub Group Chair and Advisor to Board
TMBC Legal Services	Alison Robertson		Advisor
	Cathy Wilde	Volunteer	Lay Member
	Vacant Post	Volunteer	Lay Member

APPENDIX B

TSCB Improvement Plan

Recommendations		Actions	Date Agreed	By Whom	Date to be completed by	Difference it will make
1.	Urgently review the Board priorities and update its business plan to include concerns about front line practice and service delivery at all levels	1.1 Revised Board Priorities / B.P. Update.	Dec 16	Business Manager	27 th Mar 17 Strategic Board	Board is assured that front line practice and service delivery is effective and meets current & emerging needs of service users
		1.2 Create a new strategic performance management and quality assurance framework as an addendum to Business Plan	Jan 17	QA Officer via QAPM	20 th Feb 17 QAPM Sub-Group & finalised by Board 27 th Mar 17	Performance against strategic priorities is effectively and routinely monitored
		1.3 Develop new strategic priority for 'Threshold Management' incorporating the existing Early Help Strategic Priority	Jan 17	Business Manager	27 th Mar 17 Strategic Board	Effectiveness of CAF (Early Help), Hub and Duty arrangements are monitored Consistent application of thresholds means children receive the support they need when they need it
		1.4 Complete CSE Systems Review and revise CSE Strategy inc. support for victims of CSE	Jan 17	Independent Reviewer	Systems Review May 17	Children at risk of CSE are protected from

				& CSE Sub-Group	CSE Strategy CSE Sub-Group 14th June 17	harm and provided with the appropriate level of support Perpetrators are disrupted or prosecuted
2.	Include in the Board's annual report an evaluation of the impact of safeguarding practice upon children's wellbeing and safety	2.1 Annual Report to be more analytical and contain evaluation of the impact of safe guidance practice for children/yp in Tameside	Dec 16	Strategic Board	25 th Sept 17 Strategic Board	Effectiveness of service provision is analysed and areas for development identified
3.	Establish a programme of sufficient multi-agency and single-agency audits	3.1 Multi-Agency Audits increased from 2 to 4 themes a year including; <ul style="list-style-type: none"> 1. Pre-Birth Assessment (2016/17) 2. Sexual Abuse 3. Teenagers 4. Emotional Harm 5. Neglect <p>& number of cases audited increased from 2 to 5 and will include service user feedback</p>	2017/18	QAPM	Ongoing	Multi-agency safeguarding practices are effective or areas for improvement are identified
		3.2 Agree single agency audit schedule initially based on recommendations from case reviews	Dec 16	QAPM	Feb 17	Single-agency safeguarding practices are effective or areas for improvement are identified
		3.3 Independent quality assurance and scrutiny on one theme per year	Jan 16	Approved by	Jan 18	Consistent application of

		including Evaluation of Thresholds and Impact of Children's Needs Framework in 2017/18		Board		thresholds is independently evaluated
4.	Evaluate the application of thresholds	4.1 Establish new Threshold Management Sub-Group to deliver new strategic priority (see 1.3 above)	Jan 17	Strategic Board	Feb 17	Board is assured that services are working with the right children at the right level of the Thresholds
		4.2 Develop service specification for Children's Hub	Jan 17	Threshol ds Manage ment Sub- Group	31 st Mar 17	Multi-agency involvement and agreement in the design and resourcing of the Children's Hub
		4.3 Agree new Performance Management Framework (see 1.2 above) and dataset (see 5.3 below) Relevant upgrades made to ICS e.g. measure for CAF, GCP Framework includes routine quality assurance and quarterly performance measures on the application of thresholds and changes to multi-agency frameworks e.g. CP-IS	Jan 17	Threshol ds Manage ment Sub- Group	Apr 17	Effectiveness of CAF (Early Help), Hub and Duty arrangements are monitored Consistent application of thresholds means children receive the support they need when they need it
		4.4 Recruit CAF Coordinators and promote use of CAF amongst all universal services at Level 2 of the Threshold Guidance	June 16	Strategic Board	Apr 17	As above (4.3)
		4.5 Promote use of Graded Care Profile amongst all universal services at the Level 2 of the Threshold Guidance	Jan 17	Strategic Board	Apr 17	As above (4.3)

		(Neglect)				
		4.6 Agencies collate baseline measure and undertake Training Needs Analysis in relation to the use of CAF, identification of Neglect within the CAF and subsequent use of the GCP	TBA 27 th Jan 17 Business Group	Neglect Implementation Group	Mar 17	As above (4.3)
5.	Improve understanding and informed challenge underpinned by the development of an integrated multi-agency dataset	5.1 Review Board Structure and channels of communication (see minutes Strategic Board)	Jan 17	Strategic Board 10/01/16	Mar 17	Senior managers responsible for evaluation, challenge for all areas of practice.
		5.2 Board refresh on safeguarding responsibilities	TBA 27 th Jan 17 Business Group	Strategic Board	Feb 17	Senior managers understand individual and collective Board safeguarding responsibilities
		5.3 Board Development Session to outline new Board Structure, Strategic Priorities, Business Plan and ensure understanding of accountability	Jan 17	Strategic Board	Feb 17	Senior managers responsible for evaluation, challenge for all areas of practice.
		5.4 Introduce schedule of Appraisals including annual Chair appraisal and bi-annual Board Member appraisal	Jan 17	Strategic Board	Feb 17	Senior Managers challenge and support one another to improve overall effectiveness of the Board
		5.5 Draft development of a new multi-agency dataset including CAF, GCP,	Jan 17	QAPM	Apr 17	Multi-agency data set

		CSE, DA Notification Relevant upgrades made to ICS e.g. measure for CAF, GCP, CSE				presented to Senior Managers for challenge and senior managers of that agency to be answerable.
		5.6 Development of challenge with Strategic group – all members to be allocated reports on which to challenge to ensure all strategic partners own the agenda and get their views noted	Feb 17 Training to be offered on effective challenge	HOS	Feb 17	Clear understanding of accountability
		5.7 Utilise the Challenge Flowchart and record in the Challenge Audit and Progression Log	Sept 16	Independent Chair	Mar 17	All Board Activity is addressed in a timely manner
		5.8 Revise report template so that partners report only on relevant children safeguarding responsibilities, how they are carried out, what 'good looks like and evidence of their arrangements being effective	Jan 16	Strategic Board	Mar 17	TSCB Board Members can see from the reports what good looks like and can therefore challenge
6.	Re-establish effective methods of ensuring the views of children influence the service planning needed to deliver TSCB priorities and plans	6.1 Recruit Apprentice Youth Participation Officer	Nov 16	Business M	Apr 17	Young Person develops and leads on the 'voice of the child' priority
		6.2 Improve links to existing youth forums, promote safeguarding agenda and routinely invite young people to present their work at Strategic Board	Nov 16	QAPM & Learning and Improvement Sub-Group	Jun 17	Board are informed of the issues that are important to children Children influence service design and

						provision
		6.3 Build regular service user feedback sessions into performance management framework	Jan 16	QAPM Sub-Group	Apr 17	Children and parents/carers feedback their experiences of service provision (CAF, CIN, CP & LAC) and inform future planning & service improvement
		6.4 Children in Care Council challenge partners on implementation of S.11 Audit standards and action plans	Jan 16	HOS	Apr 17	Children challenge partner agencies on the implementation of safeguarding standards
7.	Establish effective links with the corporate parenting strategic group and family justice board	7.1 All strategic groups that have significant links with Children's Safeguarding agendas a named link person will attend TSCB eg Corporate Parenting, Family Justice Board, DV Partnership to Strategic Board	Jan 16	Strategic Board	Apr 17	Board is assured that agencies safeguarding arrangements are effective