



Tameside Safeguarding Children Board

Report To: TSCB Strategic Board
Date presented: 26th September 2016
Reporting Officer: TSCB Business Manager, Stewart Tod
Subject: TSCB Annual Report 2015/1
Report Summary:

In accordance with Working Together (2015):

The Chair must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.

The Annual Report provides information covering the activities and effectiveness of the Board for the financial year 2015/16. It details the Board's resources both staffing and financial, structure, membership, and activities in line with its core responsibilities and strategic priorities. The headlines are as follows;

1. TSCB Team has been fully staffed since October 2015
2. The Board has a healthy financial reserve of £127,987 but needs to identify further cost efficiencies
3. The Threshold Guidance, Child in Need Policy and Children's Needs Framework have been revised
4. The Board Training and Development and Communication sub-groups have been re-structured to make them more effective
5. S.11 Audits have been returned by all statutory partners and action plans continue to be monitored
6. The Barnardo's CSE 'Real Love Rocks' and 'Love or Lies' resource is available to all schools and other youth settings
7. A Safeguarding Youth Forum was established and contributed toward changes to the TSCB website, publicity materials and safer social media messages
8. Training on FGM and Prevent has been provided to increase awareness of statutory responsibilities
9. The Board made challenges in respect of the Public Service Hub Safeguarding arrangements, CAF data and resources and continues to monitor these
10. Serious Case Review Action Plans for Child M & N were signed off and two further reviews for Child Q and R were completed

N.B. Sub-Group Annual Reports detailing their specific activities are available upon request and are reported to TSCB Business Group

Please state how the wishes and feelings of children and young people been listened and responded to:

The implementation of learning from case reviews and quality assurance and performance management activity will strengthen multi-agency child protection arrangements and activity for children in Tameside.

TSCB Training raises awareness of child protection responsibilities, promotes multi-agency working and helps to share good practice.

Please state how the wishes and feelings of children and young people been listened and responded to:

The Safeguarding Youth Forum have directly influenced some of the Board's work especially in regards to raising awareness of social media.

The Annual Report highlights the need for additional training in relation to 'Self-Harm and Suicide' and 'Respectful Challenge' as a direct response to the learning from Serious Case Reviews.

Recommendations & Requirements

Recommendation	Policy/Financial & Legal Implications	Requirements from the TSCB	Implications if accepted/rejected or deferred by TSCB
1. To agree and sign off the TSCB Annual Report 2015/16 as an accurate reflection of the Board's activities, achievements and challenges for the year	No additional implications	To continue to deliver against the Board's core responsibilities and strategic priorities	LSCBs are required to publish an Annual Report each financial year detailing its safeguarding activities and effectiveness

TSCB Decisions and Actions

For TSCB Business Group and Strategic Board Use Only: Decision to accept/reject or defer

	Decision A/R/D	Conditions/Alterations	Actions agreed by TSCB	SMART check Y/N
Report & all recommendations				
Or Recommendations				
1.				
2.				
3.				



Tameside Safeguarding Children Board

**TAMESIDE SAFEGUARDING CHILDREN BOARD (TSCB)
ANNUAL REPORT 2015/16**

TAMESIDE SAFEGUARDING CHILDREN BOARD (TSCB) ANNUAL REPORT 2015/16

FOREWORD

David Niven- Chair of Tameside Safeguarding Children Board

Over the last twelve months Tameside has experienced challenges at national, regional and local levels. To the great credit of the many people in the agencies, organisations and individuals that make up the Local Safeguarding Children Board, the work to keep our children safe has been constant and effective. The national challenge includes having to maintain quality services while implementing the requirements of the Government's austerity measures and exploring the implications of the Wood Review of Local Safeguarding Children Boards. Both these continue to be addressed. The austerity agenda looks to be maintained and the Wood recommendations are under discussion as to what would be best for the children of Tameside as there have been no legislative changes as yet. Regionally there has been considerable work to prepare for the devolution of Greater Manchester and the ten local authorities and their partners in all services have done a great deal in what has been a complex and difficult exercise. How Safeguarding will look in 2017 is still being worked on but Tameside is determined to maintain a local voice and make the best arrangements to ensure that the protection of our children remains a high priority. Working with colleagues in all disciplines remains as important as ever and a recent joint development day with the Adult Safeguarding Board illustrated how crucial cooperation on the overlap areas, such as mental health, domestic abuse and substance abuse, was. If the work of the Health and Wellbeing Board and its responsibilities are also effectively linked then we can work on efficiencies of scale and avoidance of duplication. The continuing contribution of colleagues in Social Care, Health, Education and Law Enforcement, Probation, the Voluntary sector and lay members is vital and the way all can work together has been a hugely encouraging part of the work of the Safeguarding Board. The sub-groups of the Board provide a significant contribution to the overall protection of Tameside's children. Their work covers everything from assessment of new cases where children have been injured or died in circumstances that may have learning implications for any of the agencies, monitoring and supporting work to combat child sexual abuse, overseeing the comprehensive training role of the Board, collection and analysis of data to provide vital information on the safeguarding work of all agencies, maintaining the drive to reduce the high instance of domestic abuse that impact children's lives. So many agencies and individuals contribute to the protection of Tameside's children on or through the Safeguarding Board, often with little or no recognition or thanks, so I would like to pay tribute to them and their effort. All of this is supported by a small, dedicated staff team whose hard work and dedication is crucial to the effective and efficient running of all our activities.

At this stage we are not entirely sure how the work of the Board will be delivered following devolution in 2017 but I am reassured by the commitment of those in Tameside and beyond that the safety of our children is of the highest priority and that any new or wider arrangements will not reduce that in any way. What I can say is that the year ahead will present, as always, considerable challenges but we will always look to improve performance, communication, training and oversight while fulfilling the statutory requirement to hold agencies to account.

The Board is always to improve the support from the public and I believe that making better effort to communicate our work through media outlets and community initiatives will help clarify what we do and reassure the people of Tameside that the safety of children is an essential and necessary duty.

Should you require any further information regarding the work of the Board please do not hesitate to contact us.

Tameside Safeguarding Children Board

General Enquiries 0161 342 4348

Draft

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EXECUTIVE SUMMARY

During 2015/16 Tameside Safeguarding Children Board made a strong commitment to the ongoing improvement of its safeguarding practice by investing in a Quality Assurance Officer, Training Assistant and additional part time Board Administrator. Recruitment to those posts meant that the Board benefitted from a fully resourced team from October 2015 that enabled all functions of the Board to be fully supported and developed further. A number of changes were made to the TSCB Structure to ensure that it could deliver its statutory roles and responsibilities in the most effective way possible. The Board established a Safeguarding Youth Forum to ensure that the views of children in relation to safeguarding are listened and responded to. It combined the existing Training and Development Sub-Group and Communications Sub-Group into a new Learning and Improvement Activity Group so that practitioners could be directly involved in the development and dissemination of learning from case review and audit activity. These structural changes are captured in the Learning and Improvement Framework 2015/16.

2 Serious Case Reviews and one Multi-Agency Critical Review were initiated in 2015/16. One of the Serious Case Reviews will continue into 2016/17. In addition the recommendations and actions from 2 Serious Case Reviews published in the previous year still had to be completed and signed off and as a result the Serious and Significant Case Panel has successfully managed an extremely busy workload during the last 12 months and overseen the implementation of new or improved safeguarding practices, policies, procedures and systems. The Quality Assurance and Performance (QAPM) sub group will continue to monitor the key themes/learning of each review as part of its QA activity in line with the Board's Learning Improvement Framework.

The Board has responded quickly and effectively to new statutory guidance in relation to Female Genital Mutilation and Preventing Radicalisation by delivering a comprehensive package of training. The delivery of the TSCB Training Programme is now supported by an online booking system and the introduction of a charging policy is helping to improve attendance. Further work is required in 2016/17 to recruit additional members to the training pool so that the successful delivery of the training programme continues in the future.

The Board has listened and responded to the views of children and young people by securing joint funding for the Barnardo's 'Real Love Rocks' and 'Love or Lies' resource and rolling it out to all schools across Tameside. The TSCB website has been improved based on feedback from its Safeguarding Youth Forum and TSCB publicity materials and other communication methods have also been developed, most notably the 7 minute briefings which have enabled learning from case reviews to be widely disseminated and discussed.

A robust verification process of partner agencies S.11 Audits has been completed to ensure compliance with safeguarding standards. The development of the quality assurance functions and framework has enabled the Board to scrutinise and challenge safeguarding practice based on a strong evidence base. The Board plans to oversee or monitor the implementation of the required improvements in 2016/17 and will demonstrate how this has led to improved outcomes for children and young people in Tameside.

WHAT IS TAMESIDE SAFEGUARDING CHILDREN BOARD?

Tameside Safeguarding Children Board is made up of statutory partner agencies including the Local Authority, Health, Police, Education, Probation and the Voluntary and Community Sector. They all have a legal responsibility to safeguard children through their day to day work. We want to make sure that children and young people that are in Tameside are protected from abuse, neglect and feel safe and cared for.

LEGAL FRAMEWORK

Tameside Safeguarding Children Board and all other Local Safeguarding Children Boards are established in accordance with The Children Act 2004 (Section 13).

Tameside Safeguarding Children Board reflects the core functions of The Local Safeguarding Children Boards Regulations 2006 and is governed by Working Together to Safeguard Children 2015 which sets out how organisations and individuals should work together to safeguard and promote the welfare of children and young people.

ROLES AND RESPONSIBILITIES

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. TSCB should ensure the effectiveness of what is done by each such person or body for that purpose.

LSCB responsibilities as set out in chapter three of Working Together to Safeguard Children (2015) include:

1. developing policies and procedures for safeguarding and promoting the welfare of children
2. 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
3. monitoring and evaluating the effectiveness of what is done by Board partners individually and collectively to safeguard children
4. participating in the planning of services for children in the area
5. conducting reviews of serious cases and advising Board partners on the lessons to be learned

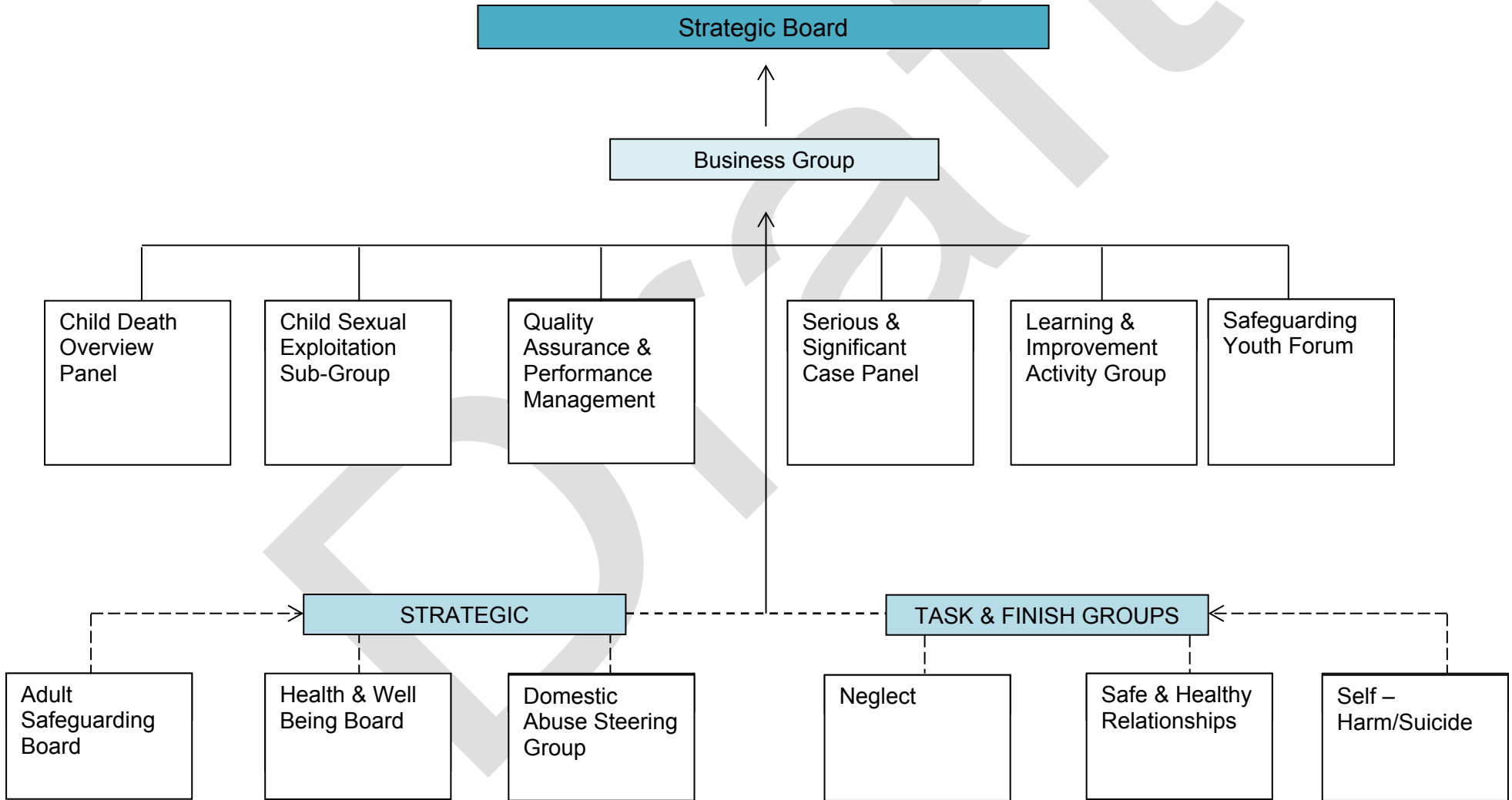
The guidance also sets out the requirements for this Annual Report stating that it should;

1. Assess the effectiveness of child safeguarding and the promotion of the welfare of children in Tameside
2. Provide a rigorous and transparent assessment of the performance and effectiveness of local safeguarding arrangements.
3. Identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action.
4. Include lessons from reviews undertaken within the reporting period.
5. List the financial contributions made to the LSCB by partner agencies and details of what the LSCB has spent, including Child Death Reviews, Serious Case Reviews and other specific expenditure such as learning events or training.

The report is a public document published on the TSCB website for members of the public to find out what the LSCB has achieved during 2015-2016. It is submitted to the Chief Executive of the Local Authority, Leader of the Council, the Local Police and Crime Commissioner and the Chair of the Children's Trust, Health and Wellbeing Board, Community Safety Partnership and Adult Safeguarding Board.

STRUCTURE OF THE TAMESIDE SAFEGUARDING CHILDREN BOARD

Tameside Safeguarding Children Board will be organised around the following infra-structure:



TSCB Structure and Support

In order to achieve its roles and responsibilities the Board has a four tiered structure.

1. The Strategic Board – meets every quarter and sets the strategic direction for the Board, agrees priorities and monitors effectiveness of both single agency and the collective arrangements.
2. The Business Group – meets every six weeks and is the operational arm of the Board. It discusses emerging safeguarding themes in Tameside and agrees how work in these areas will be progressed. The group monitors and reviews the implementation of the Business Plan via progress/annual reports from TSCB Sub Groups, TSCB Task and Finish Group and Strategic Partnerships. Annual Reports are subsequently reported to the Strategic Board.
3. Sub Groups – carry out the ongoing core functions of the Board as well as time limited actions or projects linked to the agreed strategic priorities or emerging safeguarding themes. Sub-Groups cover the areas of, Quality Assurance and Performance Management, Serious and Significant Case Reviews, Child Sexual Exploitation, Youth Participation (Safeguarding Youth Forum), Communications (Learning and Improvement Activity Group) and Child Deaths (Child Death Overview Panel). Sub groups Chairs brief the Business Group every 6 weeks and report formally via a progress report twice a year. One of these progress reports is a full annual report that is submitted to the Business Group prior to it being presented to the Strategic Board.
4. TSCB Staff – Individual staff members carry out additional responsibilities in relation to training and development, policies and procedures, quality assurance and communication. They are informed of any new learning and improvement requirements through the existing sub-groups, with any recommendations agreed in advance by the Business Group. (Refer to Learning and Improvement Framework for further details). They also consult and report back into those same structures in order to agree any new areas of work that they will lead on or support.

Improved involvement and structural support

During 2015/16 a number of changes were made to the TSCB Structure to ensure that it could deliver its statutory roles and responsibilities in the most effective way possible. 3 significant alterations were made including to;

1. Establish a Safeguarding Youth Forum to ensure that the views of children in relation to safeguarding are listened and responded to.
2. Combine the existing Training and Development Sub-Group and Communications Sub-Group into a new Learning and Improvement Activity Group so that practitioners are involved in the development and dissemination of learning from case review and audit activity.
3. Allow the flexibility to establish time bound task and finish groups to undertake specific tasks linked to emerging safeguarding concerns and priorities.

These structural changes are captured in the Learning and Improvement Framework 2015/16. That Framework outlines how the various components of the Board work together under clear governance arrangements to continually scrutinise, challenge and improve the safeguarding practice of partner agencies.

TSCB Team

The Board has a staff team comprising of a Business Manager, Quality Assurance Officer, Training Organiser, Training Assistant and Board Administrator. In the first half of 2015/16 a full time Quality Assurance Officer, Training Assistant and a part time Administrator, were recruited so that the Board had a fully staffed team. In addition the Board has an Independent Chair for 3 days a month.

Key Roles

The Board is comprised of statutory partner agencies, identified in Working Together (2015), and by key appointments and professionals. They include;

- **Independent Chair** – The Board is led by an Independent Chair who can hold all agencies to account. It is the responsibility of the Chief Executive (Head of Paid Service) of Tameside Metropolitan Borough Council to appoint or remove the Chair with the agreement of a panel including Board partners and lay members. The Chief Executive, drawing on other Local Safeguarding Children Board partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the Board.
- **Partner Agencies** – All partner agencies in Tameside are committed to ensuring the effective operation of Tameside Safeguarding Children Board. Members of the Board, where they hold a strategic role within an organisation are able to speak for their organisation with authority, commit their organisation on policy and practice matters and hold their organisation to account.
- **Local Authority** – Tameside Council is responsible for establishing a Local Safeguarding Children Board in their area and ensuring that it is run effectively. The Director of Children's Service is held to account for the effective working of the Board by the Chief Executive of Tameside Council and challenged where appropriate by the Lead Member. The Lead Member is a 'participating observer' of the Local Safeguarding Children Board and regularly attends Board meetings.
- **Designated Professionals** – The Local Safeguarding Children Board includes on its Board, appropriate expertise and advice from, frontline professionals from all the relevant sectors. This includes a designated doctor and nurse, the Director of Public Health, Principal Child and Family Social Worker, Legal Advisor and the voluntary and community sector.
- **Local Authority Designated Officer** – The role of the Local Authority Designated Officer is to oversee investigations into allegations of child abuse by professionals who work with children and young people and to investigate behaviour which may place children at risk. The aim of the role is to promote an effective, consistent and proportionate response by employers, police and child protection agencies. The role is financed by Tameside Safeguarding Children Board.
- **Lay Member** – The role of the lay member is to help to make links between the Local Safeguarding Children Board and community groups, support stronger public engagement in local child safety issues and an improved public understanding of the LSCB's child protection work. A Lay Member was recruited to the Board in May 2015 and attends the TSCB Business Group.

All Board members are required to sign a membership agreement which sets out their roles and responsibilities in accordance with Working Together to Safeguard Children, 2015. A full list of Board members and advisors is available at Appendix A for information. The Board's Induction Programme is regularly updated to reflect the latest national legislation and guidance and local priorities and progress. Induction sessions for new Board Members have been offered approximately once every quarter. One to one inductions will be offered from early 2016 so that new members can be offered an induction at the earliest opportunity.

FINANCIAL MANAGEMENT

Tameside Safeguarding Children Board has always been well supported by monetary contributions from both statutory and non-statutory partners and for the last 5 years the Board has been in a position to carry a reserve into the new financial year. This reserve has been maintained in order to finance unexpected commitments including the costs of Serious Case Reviews. At the end of 2015/16, Tameside Safeguarding Children Board carried forward £127,987. A reduction in income from Education in 2015/16, which will continue into this coming year, means that TSCB will have to review its expenditure and make some savings in order to break even in 2016/17.

DELIVERY AGAINST THE TSCB BUSINESS PLAN 2015/16

The TSCB Business Plan 2015/16 details how the Board and its team would deliver against its statutory responsibilities and the agreed strategic responsibilities.

STATUTORY RESPONSIBILITIES

The 4 tiered structure of the TSCB ensures that the statutory responsibilities are delivered and that clear and robust reporting and governance arrangements are in place. This section identifies how the TSCB Sub-Groups and TSCB staff deliver against each of the statutory responsibilities.

Policies and Procedures

Tameside's 'Threshold for Assessment and Continuum of Need' was updated in October 2015 to reflect changes to the Public Service Hub. To help ensure the levels of intervention are understood and applied by all partner agencies a new Threshold's Guidance page was created on the TSCB website and promoted via a range of communication channels including in TSCB training and the TSCB e-bulletin.

The Children's Needs Framework has been updated to reinforce the requirement placed upon all partner agencies to provide an early assessment of need and coordinated holistic response. The Children's Needs Framework will be launched in June 2016 together with a revised 'Common Assessment Framework' (CAF) training offer that will promote the Family CAF as the primary assessment and planning process for all early help services. In response to learning from local case reviews, including Serious Case Reviews, the Framework also provides guidance on multi-agency consultation and links to a range of other risk assessments for practitioners to use and to the Service Information Directory. It highlights the principles and good practice that practitioners should work towards including for example, respectful challenge, professionals meetings, and escalation.

The local Child in Need Procedure has been updated in response to learning from 2 Serious Case Reviews. The procedure reinforces the expectation that in all cases Health (School Nurse or Health Visitor) and Education (School or Nursery) will attend Child in Need meetings and will therefore automatically receive a copy of the Child in Need plan. A Health representative will liaise with the G.P. to share and gather relevant information.

Tameside continues to contribute towards the Greater Manchester Safeguarding Procedures. The TSCB Business Manager regularly attends the Tri-X meetings to review and update those procedures and liaises locally with partner agencies on any proposed changes. The GM Safeguarding Procedures are promoted in all training and learning events and in the TSCB e-bulletin where practitioners are also encouraged to sign up for email alerts to inform them of any changes to procedures.

Communication and Raising Awareness of Safeguarding Issues

The TSCB Training Organiser and Training Assistant coordinate the delivery of a comprehensive TSCB Training Programme. An online booking system established in September 2015 has enabled bookings and attendance to be more accurately recorded. It is estimated that approximately 1400 participants from 20 agencies attended training during 2015/16. A charging policy introduced in November 2015 is expected to reduce non-attendance at training in 2016/17.

Efforts to recruit new members to the Training Pool will be a priority in 2016/17 as the Training Organiser, who has actively delivered many training courses, retires in June 2016. A new Training Organiser will be recruited to continue the delivery of the programme.

During 2015/16 a new multi-agency Prevent Awareness course was delivered to 29 participants. The course was delivered as a Train the Trainer session so that those participants could deliver the key messages within their respective service areas. Identifying and tackling Female Genital Mutilation has been added to the existing Forced Marriage training course and delivered in December 2015. This will continue to be delivered twice a year.

Six Safeguarding Practice Updates were delivered in 2015/16 and have proved popular with staff with an average attendance of 40. Topics have included Feedback from Tameside Case Reviews; Domestic Abuse; Child Sexual Exploitation; Respectful Challenge; Assessment in Safeguarding; What Works Best in Safeguarding Practice; and Working with Children in Need.

A range of new communication methods have been developed during 2015/16 to help raise the awareness of key learning from case reviews. A series of 7 minute briefings have proven especially popular as they provide bite size information in a format that facilitates discussion in team meetings. A series of Top 10 Tips provide a quick and easy reference on key practice issues for practitioners. An independent report presented to the TSCB in April 2015 rated the TSCB website as good and in the top quartile of all safeguarding sites visited. Recommendations for improvement have been taken forward with the TSCB website now being mobile friendly and many of the TSCB web pages having been re-written or re-structured to make information and resources more accessible for practitioners and for children and young people. This work has been done in consultation with the Safeguarding Youth Forum that was established in June 2015. The Parents section of the TSCB website needs to be revised in 2016/17 in consultation with parents.

Improvements to communication methods have been possible through the creation of a new Learning and Improvement Activity Group. The group combined the previous Training and Development Sub-Group and the Communications Sub-Group into one. Practitioners are actively involved in developing training and resources so that they are relevant and practical. The group has also led to increased awareness and sharing of good practice, tools and resources between a range of service providers.

TSCB has produced draft publicity material to promote the purpose and the work of the Board to partner agencies and to members of the public. Board Members will be asked to distribute leaflets in public spaces including G.P. surgeries, children and community centres and reception areas in early 2016.

Monitoring and Evaluating Effectiveness

The work of the Quality Assurance and Performance Management (QAPM) Sub-Group is coordinated by the Quality Assurance Officer who was appointed in May 2015. The QA Officers first task was to establish a robust verification process for the S.11 Audits that had been returned in the previous year 2014/15. This has meant that S.11 Audits have only been signed off where evidence has been provided to show that agencies meet the requirements of the audit standards. There were a number of examples where audits had been completed thoroughly and clearly identified actions for development to enhance practice. Most notably, the audit returns from Tameside Hospital and Greater Manchester Police provided clear evidence and accountability in relation to managing child safeguarding concerns. A robust review of the supporting evidence showed some excellent examples of child protection policies and procedural guidance including the submission from Positive Steps which contained several examples of good practice, and clearly displayed where internal procedures had been closely scrutinised and reviewed to ensure compliance with the audit.

A new Quality Assurance Framework detailing the annual audit activity has been devised and forms the basis of the QAPM work plan. Improvements have been made to the dataset and quarterly reports of child protection activity allowing challenges to be made on the basis of strong evidence. This has led to improved practice in areas such as the Housing Protocol, further training on the Common Assessment Framework, and scrutiny of the Public Service Hub processes.

Thematic Multi-Agency Audits are determined by the current strategic priorities and learning from case reviews. In 2015/16 audits were completed on Child Sexual Exploitation and Domestic Abuse. Findings and recommendations are produced from the multi-agency audits and developed into action plans that are taken forward by the relevant sub-groups or individual service areas. Subsequent improvements to practice have been made for example in relation to improved recording of case details and risk levels, support for victims, and increased co-working.

It will be important to establish a programme of multi-agency audits in 2016/17 that check the implementation of, and adherence to, a number of recommendations from case reviews that impact on multi-agency practice. The QAPM group will also need to ensure that similar checks of single agency practice are completed by having oversight of a single agency audit framework.

Participating in the Planning of Services

TSCB has been represented on the Emotional Health and Well Being Board since identifying self-harm as one of its strategic priorities in the TSCB Strategy and Business Plan. The Emotional Health and Well Being Board, now the Transformation Board, developed its Transformation Plan in October 2015 which outlines a new CAMHS Offer. The Transformation Board have endorsed a local self-harm referral pathway which links to the new Healthy Young Minds Service and the TSCB have created a new self-harm page on its website which promotes 2 E-Learning modules linked to self-harm.

Self-Harm training is to be developed in 2016/17 and will combine the accredited Mental Health First Aid Training with learning from local Serious Case Reviews and incorporate the GM Guidance and Resources.

A new Safeguarding Youth Forum was established in July 2015 so that young people could provide their views about the work of the TSCB. Members agreed with the existing strategic priorities set by the Board but advised that social networking was an underlying causal factor linked to a number of those strategic priorities. Through further discussion with the Forum a plan for pupils to deliver Safer Social Networking sessions to younger pupils was developed and is due to be piloted by pupils at New Charter Academy in May and June 2016. If successful the pilot will be rolled out to other secondary schools. The Safeguarding Youth Forum has also been consulted on the TSCB website and on the best methods of communication. Based on their feedback changes have been made to the website and publicity materials have been produced. Due to the age of Forum members many have moved on to University or into work and TSCB will seek to recruit new members as part of the roll out of the Safer Social Networking sessions in 2016/17.

The TSCB Business Manager and the Manager of the Adult Safeguarding Partnership Board meet regularly and in 2015/16 worked with their respective Independent Chairs to organise a Joint Development Session which will take place in April 2016. The purpose of the session will be to identify and explore the crossover between the 2 Boards and how this work informs a Joint Safeguarding Strategy to support the delivery Health and Well Being Board Strategy.

Conducting Reviews of Serious Cases

TSCB has a Serious and Significant Case Panel that receive referrals of Serious and Significant Incidents from professionals and partner agencies, gather relevant information and decide whether they meet the criteria for a case review. The screening and notification process was amended in early 2015 to reflect the revised 'Working Together to Safeguarding Children' guidance that was published in April 2015 and is included in an updated Learning and Improvement Framework.

There have been 3 Notifiable Incidents from March 2015 to March 2016. One case did not meet the criteria for a Serious Case Review and two cases did meet the criteria (Child R and Child S). The National Serious Case Review Panel endorsed all decisions made by the Serious and Significant Case Review Panel. One other case (Child Q) was not a Notifiable Incident but the Panel felt it did meet the criteria for a Multi-Agency Critical Review. The Overview Reports for Child Q and R were completed within 6 months and endorsed by the Strategic Board in March 2016 and the Child S Overview Report will be presented to the Strategic Board in June 2016. In addition to considering any new referrals the Serious and Significant Case Panel will continue to be responsible for ensuring that the learning and recommendations from all case review activity is implemented and widely communicated.

During the last 12 months the final multi-agency action plans for Child M and Child N, that were both Serious Case Reviews undertaken in the previous year, have been signed off. The Quality Assurance and Performance Management (QAPM) sub-group will now monitor the key themes/learning of each review as part of its quality assurance activity in line with the Board's Learning Improvement Framework.

Findings and recommendations from case reviews are shared in a variety of ways including practitioner events, safeguarding practice updates, 7 minute briefings, e-bulletins and will also include the promotion of new policies, tools and resources and training. Training courses are regularly updated as required.

Female Genital Mutilation

In April 2015 new Statutory Guidance for Female Genital Mutilation resulted in the development of a referral pathway into the Public Service Hub so that any identified risk factors could be appropriately managed. During 2015/16 there were 4 referrals into the Public Service Hub. In all cases strategy discussions have been held and no further action has been required.

FGM Guidance has been added to the Forced Marriage Training course. This was delivered for the 1st time in December 2015 and will continue to be delivered as part of the TSCB Training Programme.

Preventing Radicalisation

All cases of potential radicalisation are referred to and considered by a multi-agency Channel Panel and follow the Channel process. Since its inception in April 2014 to the end of March 2016 there have been a total of 28 referrals, including 11 referrals for children.

In order for schools and childcare providers to fulfil the June 2015 Prevent duty Tameside Safeguarding Children Board ran 2 multi-agency sessions on Prevent Awareness which was attended by 29 participants. Education delivered 2 sessions to schools and the Local Authority Workforce Development Team delivered a further 4 sessions to Local Authority staff.

TSCB STRATEGIC PRIORITIES 2015 - 2018

The five strategic priorities set by Tameside Local Safeguarding Children Board for 2015-2018 were as follows:

1. Domestic Abuse

- To develop and deliver an educational awareness programme to universal services
- To continue to deliver multi-agency training on the 'whole family approach to Domestic Abuse' and to evaluate its impact
- To explore and develop ways to tackle domestic abuse at an earlier stage

2. Child Sexual Exploitation

- To improve intelligence gathering from multi-agency partners
- To ensure that a tiered package of support is available for victims of CSE
- To increase awareness of CSE amongst children and young people, parents and community
- Develop a local Missing from Home Protocol that reflects the response to missing children who are known to be at risk of CSE

3. Self-Harm

- Develop and promote a self-harm and preventing suicide policy
- Develop and deliver a package of self-harm and suicide training and support
- Improve practitioners understanding that patterns of risk taking behaviour e.g. substance use & eating disorders may also be a form of self-harm
- Work with the Emotional Health and Well Being Board to develop the referral pathways and service offer for CAMHS

4. Early Help

- Review the Public Service Hub

- Revise Children's Needs Framework including an updated Thresholds of Need, Escalation and Step Up/Step Down procedure
- Strengthen joint working through effective and timely information sharing across the thresholds of need
- Improve recognition and understanding of children's disabilities and specifically the impact that they can have upon safeguarding
- Improve offer of early help at the early years stage where threshold for statutory intervention is not met i.e. refer to Children's Centres and to free Child Care Placements

5. Neglect

- Develop a multi-agency neglect strategy that enables partners to identify and respond to neglect at the earliest opportunity and escalate when necessary
- Encourage the consistent use of the Graded Care Profile in all cases of known or suspected neglect and develop a system to track progress and improvement against the Graded Care Profile

It was agreed that action plans would be updated annually and that progress against the 5 strategic priorities would be reported to the TSCB Business Group and Strategic Board as part of the Board governance arrangements. The following section provides an overview of the work that has been completed or is underway in relation to each of the strategic priorities.

Domestic Abuse

During 2015/16 TSCB has delivered the 'Whole Family Approach to Domestic Abuse' training course to 42 practitioners. Feedback has been overwhelmingly positive with practitioners reporting an increased confidence in their ability to identify problems early and engage with different members of the family to address them. However, the DARIM assessment tool, designed to assess the impact of domestic abuse on children, is proving difficult to implement in practice and alternative assessment tools do need to be considered. In addition there remain some practical difficulties in engaging with the perpetrators of domestic abuse and ways to overcome these require further exploration in 2016/17.

In November 2015, Better Futures Tameside, was approved as the commissioned service for the provision of a universal education and prevention service in Tameside Schools. Age-appropriate resources for Key Stage 1-5 will be co-designed with a group of children and the Local Authority Youth Council will be consulted on those resources before being piloted. The programme will be tested in 14 schools during 2016 including 8 Primary Schools, 4 Secondary Schools, a Pupil Referral Unit and a Special School. In addition a 'train the trainer' element will be provided so that specific 'champions' can provide future sessions and secure the sustainability of the subject in order for it to remain on the PHSE agenda of each school beyond this sessional delivery in 2016/17. These 'champions' will also provide a source of information for the development of peer advisors in selected schools.

2015/16 saw 355 cases heard at MARAC, a decrease of 150 compared to the previous year; however, the average percentage of cases featuring children increased, from 65% in 2014/15 to more than 70% during 2015/16. Additionally, there was an average increase in the number of cases defined as 'repeats', reflecting more than one referral into MARAC during a 12 month period.

Child Sexual Exploitation (CSE)

Tameside has had a multi-agency Phoenix Team since August 2013. It is part of a Greater Manchester Model known as Project Phoenix which is a joint approach by Greater Manchester Police (GMP) and Association of Greater Manchester Authorities (AGMA). It is governed by an Executive Committee which, in turn, informs the Strategic Group who set the agenda for the practice managers responsible for running the local CSE teams. The manager of the Phoenix Tameside team is represented at this group and also attends the TSCB CSE Sub-Group that delivers a CSE work plan.

Project Phoenix and the CSE Sub-Group aims to tackle child sexual exploitation through the following three strands:

1. Prevention - Educating those at risk, the community and other professionals on how to identify, reduce or avoid the dangers of CSE.
2. Protection - Safeguarding those identified as at risk of vulnerable to CSE through multi-agency assessment, support and intervention.
3. Prosecution - Investigating and prosecuting those identified as committing CSE offences or disrupting where the opportunity is present through multiagency, proactive enforcement.

Tameside's School Advisor set up a Safe and Healthy Relationship Group in 2015 to explore the best way to raise awareness of a number of different safeguarding issues including CSE and Domestic Abuse. The group secured joint funding from Public Health and New Charter Housing to provide every school in Tameside with the Barnardo's 'Real Love Rocks' resource. There are 2 packs available, one for Primary schools aimed at year 6 and one for secondary schools for years 7 to 9.

54 out of 76 primary schools attended the training, 12 out of 15 secondary schools, 4 out of 5 special schools and both Pupil Referral Units. The training covered basic awareness of CSE, how to use the packs and the licence to allow the school to use the product. In addition the training was opened up to other agencies working with children such as the multi-agency Phoenix and Youth Offending Team, Early help and Social Work Team, school nurses, and children's homes, both private and local authority. There have been 6 training sessions between 24th June 2015 and 25th January 2016. The training has been attended by 122 people from schools and other agencies.

To complete the school roll out in Tameside Barnardo's have issued a pack for each school who have not attended the training and lifted the need to attend any training. This is a really good result and will enable key messages about CSE to be given to all children in our LA. Spare packs have been retained at Tameside Safeguarding Children Board's office and these are available on a library loan basis and can be borrowed by any partner agency. TSCB continues to deliver multi-agency CSE training twice a year as well as one Train the Trainer course so that participants can deliver the key messages to their teams and service areas.

A member of the Local Authority Policy and Communications Team attends the Greater Manchester Phoenix Communications Group that runs a CSE 'Week of Action' campaign twice a year. During the 'It's Not Okay' Week of Action from the 14th to 20th March 3 of the 5 key media events were held in Tameside and there was extensive operational and communications activity in Tameside to raise awareness and help tackle CSE. The week received great media coverage and social media engagement and helped to raise the profile of key messages to our local audience and beyond. The work carried out by Policy and Communications Team and Phoenix Tameside, closely aligning front line operations and publicity and communications, was praised by GM Project Phoenix Manager who described it "amongst the best practice of its kind".

Future proposals to promote safer social media messages to both pupils and parents will be developed and delivered during 2016/17. This will build on the initiatives already piloted this year by the TSCB Quality Assurance Officer and the Communications Officer.

Phoenix Tameside has been the operational arm of CSE for the past 3 years providing protection and support to the victims, and those at risk, of CSE and disruption, investigation and prosecution of businesses and individuals. Phoenix Tameside reports to the TSCB via its CSE Sub-Group that meets every 2 months and to the Business Group.

During 2015/16 there were 63 new referrals to Phoenix Tameside and after screening a total of 47 cases (75%) were risk assessed as high, medium or low risk. At the end of the year a cumulative figure of 140 children were flagged at risk of CSE. A large proportion of those at risk of CSE are also reported missing and have bespoke trigger plans which are managed and overseen by a multi-agency missings panel that meets every 2 weeks.

Operation Labyrinth is coordinated by Tameside Police and initially seeks to identify and develop intelligence opportunities by plain-clothes officers visiting premises on Friday and Saturday evenings. Information is

developed which can then lead to either further criminal investigation or disruption tactics including Joint Enforcement Team (JET) visits by Licensing/ Trading Standards/Environmental Health / Fire Service. As a result of Operation Labyrinth there have been 104 enforcement visits which have led to a range of civil orders and Abduction Warning Notices. In total 56 Abduction Warning Notices have been issued to individuals to prevent them from associating with individuals. Young people have reported to the Phoenix Team that the Notices have given them the excuse they need to say no to potential perpetrators whereas previously they would feel pressured into meeting with them. There were 19 CSE related prosecutions in 2015/16 and 8 CSE related convictions. As of March 2016 there were 57 open CSE criminal investigations, almost twice the figure from 2014/15. Phoenix Tameside were shortlisted as finalists in the NWG Network 'National Policing Leads Award' and a PCSO from the team won the 'Neighbourhood Champion Award'.

Self-Harm

The Overview Reports published in 2015 for Child M and Child N Serious Case Reviews highlighted the need for improved self-harm policies and referral pathways and for these to be widely promoted. Further research identified that existing self-harm procedures, together with a range of other practical resources, were available on the Greater Manchester Safeguarding Partnership website. Other Local Authority areas had local referral pathways attached to those procedures and it was agreed that Tameside would adopt the same approach. A local Transformation Board, coordinated by the Clinical Commissioning Group and with representation from members of the TSCB, has supported the development of the pathway. Final sign off of the pathway will be sought from the TSCB Business Group in June 2016 before being added to the Greater Manchester Safeguarding Partnership website in August 2016.

The Workforce Development element of the Transformation Board has developed a training ladder which identifies 4 levels of training from basic e-learning to advanced and specialist training. Staff will be able to complete the training most suited to their needs. 2 E-Learning modules provided by MindED were added to a newly created self-harm section of the TSCB website in early 2016. Level 2 training will combine elements of an accredited Mental Health First Aid Training course with learning from local Serious Case Reviews and with the Greater Manchester Self-Harm Procedure and local referral pathway. In 2016/17 staff will be identified to attend a Train the Trainer course and those staff will then be responsible for the ongoing delivery of a 'Self-Harm' training course as part of the TSCB Training Programme.

The Transformation Board published a Transformation Plan 2015-2020 in October 2015. Its aim is to ensure that, when it is required, children young people and their families have swift and easy access into evidence based specialist support. It resonates with the learning and recommendations from the Board's Serious Case Reviews and recognises that CAMHS should be integrated within a wider network of services providing a range of support for emotional and mental health needs, which includes General Practitioners, Schools, Health Visiting, Youth Offending, Social Care and Third Sector provision (to name a few). TSCB will continue to support the work of Transformation Board and to deliver the Transformation Plan in 2016/17.

Early Help

The Public Service Hub was established in October 2014 and TSCB requested a 12 month review of the safeguarding arrangements which was presented to the Board in December 2015. The review examined the front door arrangements and how cases were received at the point of contact and progressed to referral and assessment. Several areas of improvement were identified within the report thereby requiring continued scrutiny from the Board and the progression of these has been a standing agenda item on the Group from the beginning of 2016.

Demand on the Public Service Hub is very high with more than 1000 contacts per month of which nearly 2/3 are for information and advice. Figures from the Public Service Hub report showed that of the 5684 contacts received from April to August 2015 1341 (23.5%) required an intervention. Of those;

- 33% (445) progressed to a referral to children's social care.
- 67% (896) progressed to a referral to another agency including Early Help Service and INSPIRE

The volume of referrals to the Early Help Service has led to a delay in allocation of some cases. This had been identified in the learning from case reviews and therefore led to scrutiny of the common assessment (CAF) process and the Board later requested the findings of an Early Help review that Children's Services had completed. Improving the common assessment process could potentially reduce the number of calls to the Public Service Hub which result in information and advice only.

CAF Support has diminished since the Public Service Hub was established. This has impacted on services willingness and ability to complete an early assessment of need and on the ability to monitor CAF activity. This led to a formal challenge from the Board and CAF data was subsequently provided where the Early Help Service had completed the CAF themselves from quarter 3 of 2015/16 and in the final quarter CAF data was provided where Early Help were involved in the case.

Continued challenge has resulted in the Board discussing how the CAF resource will be renewed and a resolution will be reached in 2016. TSCB has worked alongside the Early Help Service to update the Children's Needs Framework which will reinforce the requirement placed upon all partner agencies to provide an early assessment of need and coordinated holistic response. The Children's Needs Framework will be launched in June 2016 together with a revised 'Common Assessment Framework' (CAF) training offer that will promote the Family CAF as the primary assessment and planning process for all early help services.

In response to learning from local case reviews, including Serious Case Reviews, the Children's Needs Framework also provides guidance on multi-agency consultation and links to a range of other risk assessments for practitioners to use and to the Service Information Directory. It highlights the principles and good practice that practitioners should work towards including for example, respectful challenge, professionals meetings, and escalation. CAF Training delivered by the Early Help Service has been added to the TSCB Training Programme for 2016/17 and will also be delivered to schools.

Other key processes were updated in 2015 including the 'Threshold of Need' guidance, 'Child in Need' protocol and 'Step Up/Step Down' policy. TSCB web pages have been re-structured to make all documents as clear and accessible as possible and have been promoted via the TSCB Board Members, E-Bulletin and regular training courses and learning events.

Tameside's Escalation Policy has been superseded by the Greater Manchester Escalation Policy but learning from a number of case reviews has highlighted the need for greater 'respectful challenge' amongst professionals. Although a specific learning event was delivered in 2015 further work needs to be done to ensure that the culture of 'respectful challenge' is the expected norm and that professionals response to challenge is one of continuous reflection and improvement.

In March this year the Early Years Team and Policy & Communications worked on a campaign to promote free child care for two year olds.

This government funding is targeted to low income families and children in care or with special needs to help give children from more vulnerable backgrounds the best possible educational start. 69% of eligible families were accessing free child care in 2014/15 and the Early Help Service aimed to increase this to 80% by the end of 2015. Feedback from the service following the campaign was extremely positive, with applications for two year places rising to over 90%. During 2015/16 the Early Years' Service has also established a new Early Years Delivery Model and it was rolled out to Health Visiting Teams across Tameside. Health Visitors now use the Ages and Stages Questionnaire (ASQ3) to identify developmental need at 2 months, 9 months and 2 years with a targeted assessment at 18 months and refer to services as required.

Neglect

The Ofsted thematic inspection report on neglect, "In the Child's Time: professional responses to neglect" (March 2014) details a picture of continuing high levels of neglect across the country. The Ofsted report highlights the role of the LSCB to:

- Monitor the quality of practice in relation to neglect across all partner agencies offering support to families on an early help, child in need or child protection basis.

- Raise the profile of neglect to ensure agencies are working together effectively.

Neglect was made a strategic priority in the TSCB Business Plan 2015/16 and a Neglect Strategy was developed jointly with partner agencies. The aim of the multi-agency strategy was to clarify a definition of Neglect and its impact on children, to encourage a consistent approach in recognition and response, as well as promoting early intervention and establish a vision to tackle neglect cross-borough.

The strategy outlined a set of practice principles for practitioners working with families where neglect was a concern, as well as strategic objectives for the implementation of the strategy.

The practice principles enable the achievement of the Strategic Objectives:

- Improve awareness and understanding of neglect
- Improve recognition and assessment of children and young people living in neglectful situations
- Develop and sustain an agreed multi-agency approach to neglect

LOCAL DEMOGRAPHICS

Tameside has an overall population of 220,597 with a youth population aged 0-19 of 53,847 which is 24% of the total.

Table 1: Tameside's Youth Population 0-19

Mid-2013 Tameside Population			
	Males	Females	Persons
0-4	7,514	7,319	14,833
5-9	6,765	6,561	13,326
10-14	6,254	6,065	12,319
15-19	6,922	6,447	13,369

The breakdown of Tameside's population by ethnic group is shown in 2. National studies show that different ethnic groups are at greater risk of specific safeguarding issues such as Female Genital Mutilation and Forced Marriage for example.

The largest ethnic groups within Tameside are the South-Asian ethnicities Indian, Pakistani, and Bangladeshi accounting for 1.7, 2.2 and 2% of the Tameside population respectively. The overall white British population is considerably higher in Tameside at 88.5% compared to the English average of 79.8%.

Table 2: Population Breakdown by Ethnicity in England, the North-West and Tameside

	England (%)	North-West (%)	Tameside (%)
White: English/Welsh/Scottish/Northern Irish/British	79.8	87.1	88.5
White: Irish	1	0.9	0.7
White: Gypsy or Irish Traveller	0.1	0.1	0
White: Other White	4.6	2.1	1.7
Mixed/multiple ethnic group: White and Black Caribbean	0.8	0.6	0.6
Mixed/multiple ethnic group: White and Black African	0.3	0.3	0.2
Mixed/multiple ethnic group: White and Asian	0.6	0.4	0.4
Mixed/multiple ethnic group: Other Mixed	0.5	0.3	0.2
Asian/Asian British: Indian	2.6	1.5	1.7
Asian/Asian British: Pakistani	2.1	2.7	2.2
Asian/Asian British: Bangladeshi	0.8	0.7	2
Asian/Asian British: Chinese	0.7	0.7	0.4
Asian/Asian British: Other Asian	1.5	0.7	0.3
Black/African/Caribbean/Black British: African	1.8	0.8	0.5
Black/African/Caribbean/Black British: Caribbean	1.1	0.3	0.2
Black/African/Caribbean/Black British: Other Black	0.5	0.2	0.1
Other ethnic group: Arab	0.4	0.3	0.1
Other ethnic group: Any other ethnic group	0.6	0.3	0.1

Source: NOMIS, 2015

The ethnic breakdown of the populations of Tameside's wards is detailed in table 3. It shows that higher proportions of Indian and Pakistani populations exist in Ashton Wards, whereas higher proportions of Bangladeshi population exist in Hyde.

TSCB has agreed with the Voluntary and Community Sector and Faith Sector to refresh the safeguarding training in Madrassahs and this is due to be delivered in 2016/17. It will cover key legislation and processes to protect against FGM, Forced Marriage and Radicalisation.

Table 3: Ethnic Breakdown of Tameside Ward Populations (%)

	Ashton Hurst	Ashton St Michael's	Ashton Waterloo	Audenshaw	Denton North East	Denton South	Denton West	Droylsden East	Droylsden West	Dukinfield	Dukinfield Stalybridge	Hyde Godley	Hyde Newton	Hyde Werneth	Longdendale	Mossley	St Peter's	Stalybridge North	Stalybridge South
White: Total	85.4	81.0	85.1	93.7	95.5	95.7	95.5	93.3	95.8	94.3	95.8	89.9	93.4	80.5	97.1	96.8	70.3	95.4	95.5
White: English/Welsh/ Scottish/Northern Irish/British	82.8	76.4	82.9	91.6	93.3	93.6	93.2	91.4	94.0	91.9	94.0	87.7	91.4	78.9	95.3	94.6	64.3	93.2	93.4
White: Irish	0.5	0.6	0.5	0.9	0.9	0.9	1.5	1.0	1.0	0.6	0.6	0.6	0.7	0.5	0.9	0.8	0.6	0.4	0.5
White: Gypsy or Irish Traveller	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.0
White: Other White	2.0	4.0	1.6	1.1	1.2	1.2	0.8	0.8	0.8	1.8	1.1	1.5	1.4	1.0	0.9	1.4	5.4	1.7	1.6
Mixed/multiple ethnic group: White and Black Caribb	0.4	0.5	0.5	0.7	0.6	0.8	0.8	0.9	0.9	0.4	0.5	0.5	0.7	0.6	0.6	0.5	0.7	0.4	0.5
Mixed/multiple ethnic group: White and Black African	0.2	0.4	0.4	0.2	0.3	0.3	0.3	0.2	0.3	0.2	0.1	0.2	0.2	0.1	0.1	0.2	0.3	0.3	0.1
Mixed/multiple ethnic group: White and Asian	0.5	0.7	0.7	0.3	0.3	0.3	0.3	0.3	0.2	0.4	0.3	0.4	0.3	0.2	0.4	0.7	0.3	0.3	0.3
Mixed/multiple ethnic group: Other Mixed	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.4	0.2	0.2	0.1	0.3	0.2	0.1	0.2	0.3	0.3	0.3	0.1
Asian/Asian British: Indian	5.4	6.4	5.9	0.6	0.6	0.3	0.5	0.9	0.4	1.2	1.1	0.2	0.4	0.6	0.3	0.4	3.7	1.4	1.3
Asian/Asian British: Pakistani	5.2	6.7	4.1	2.0	0.5	0.2	0.8	0.8	0.3	1.1	0.8	0.5	0.6	0.7	0.2	0.0	15.2	0.4	1.2
Asian/Asian British: Bangladeshi	0.5	0.9	1.5	0.3	0.2	0.3	0.2	0.2	0.2	0.4	0.1	6.8	3.0	15.7	0.2	0.6	5.1	0.3	0.1
Asian/Asian British: Chinese	0.3	0.5	0.2	0.7	0.6	0.4	0.5	0.9	0.6	0.5	0.3	0.3	0.3	0.4	0.1	0.2	0.7	0.4	0.4
Asian/Asian British: Other Asian	0.5	1.1	0.4	0.2	0.3	0.3	0.2	0.4	0.1	0.3	0.3	0.1	0.1	0.4	0.1	0.2	0.9	0.2	0.2
Black/African/Caribbean/Black British: African	0.7	0.9	0.4	0.7	0.4	0.7	0.2	1.2	0.7	0.4	0.2	0.4	0.3	0.2	0.5	0.2	1.5	0.5	0.1
Black/African/Caribbean/Black British: Caribbean	0.1	0.2	0.2	0.2	0.1	0.2	0.3	0.3	0.2	0.1	0.1	0.2	0.1	0.2	0.1	0.2	0.1	0.3	0.1
Black/African/Caribbean/Black British: Other Black	0.1	0.2	0.2	0.1	0.2	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0
Other ethnic group: Arab	0.3	0.1	0.1	0.1	0.1	0.0	0.0	0.1	0.0	0.1	0.1	0.1	0.0	0.1	0.0	0.0	0.1	0.0	0.1
Other ethnic group: Any other ethnic group	0.1	0.2	0.3	0.1	0.1	0.0	0.1	0.1	0.1	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.1	0.0

Source: NOMIS, 2015

EARLY HELP & STATUTORY INTERVENTION FOR VULNERABLE GROUPS

1. Public Service Hub

The Public Service Hub was launched on the 1st October 2014 to bring Tameside's early help, complex dependency and safeguarding services together into one multi-agency partnership. Its Operating Functions are as follows:

- Prioritise tackling issues of demand due to complex dependency
- Draw together intelligence and information and carry out research to identify critical and high risk cases
- Define and identify families who would benefit from early intervention and reduce future dependency
- Create and deliver bespoke interventions and packages of support using a whole family approach
- Coordinate interventions across public services, agencies and agendas
- Progress and develop the integration of public services
- Encourage and promote the sharing of information

Representative from the agencies below sit on the Strategic Public Service Hub Group and continue to develop and improve policies and procedures to ensure information sharing, risk assessment and management etc. are robust.

Agency/Service
Greater Manchester Police
TMBC Strategy and Early Intervention
TMBC Children's Social Care
Job Centre Plus
NHS Pennine Care Mental Health and Substance Misuse
National Probation Service
Community Rehabilitation Company
Greater Manchester Fire and Rescue Service
TMBC Neighbourhood Services
TMBC Education
New Charter Housing
TMBC Public Health
NHS Clinical Commissioning Group
Community and Voluntary Action Tameside
NHS Stockport Foundation Trust
TMBC Performance and Development
Tameside Hospital NHS Foundation Trust

The table below illustrates the total number and percentage of contacts received by the Public Service Hub and those that progressed to a referral into Children's Social Care.

Table 4: Contacts & Referrals to Public Service Hub 2015/16

Quarterly Figures	Number of contacts received 2014/15	Number of contacts received 2015/16	No. of Contacts Progressed to Referral 2015/16	% progressed to a referral 2015/16
Apr/May/June		3811	265	7.6
July/Aug/Sept		3221	259	7.4
Oct/Nov/Dec	3055	3360	365	8.9
Jan/Feb/March	3476	3200	365	8.9

2. Early Years & Early Help

Early Help locality teams have been operating in Tameside for a number of years focused on developing an early intervention model for Tameside families, developing the Troubled Families offer and meeting Children's Centres agenda for early years. Tameside's Early Help offer includes Early Help family intervention teams, Young Carers, Early Years Children's Centre locality teams, Provider Development team for Private Voluntary and Independent settings in early years, Family Information Service and Portage, YOU Think sexual health team, and Special Educational Needs and Disabilities Information and Advice Support Service. Teams are supported by coordinated commissioned services including Homestart, Breastfeeding Peer Support, Positive Steps careers advise service and Branching Out support for young people with substance misuse and alcohol issues.

In 2015/16 1697 families were referred to the Early Help service an increase of 155% from 665 in 2014/15. Despite the increase in referrals the Early Help Service has continued to work with a similar number of families at any one time, 325 families in 2015/16 compared to 350 in 2014/15 which equated to between 700-750 and 800-900 children respectively. This demonstrates why there is a delay in the allocation of some cases. Of all the cases 160 were stepped down to universal service provision indicating their additional needs had been provided for. In the previous year 483 cases were stepped down. Cases are therefore having to remain open to Early Help longer suggesting that they are managing more complex cases.

3. Children in Need

A child in need is seen as one for whom the threshold for statutory services has been met, where assessment and intervention is necessary but which stops short of formal child protection planning or becoming a child in care. Throughout the year, Children's Social Care have worked with 730 children on this basis compared to 840 in the previous year. This remains a high number leading to workers having caseloads above the national average. However with good quality supervision and oversight these numbers have been managed.

4. Child Protection

The total number of children subject to an initial Child Protection Conference in 2015/16 was 244 compared to 265 in 2014/15 a decrease of 8.6%. At the end of March 2016, 220 children and young people were the subject of a child protection plan, an increase of 8 cases (17.6%) from the previous year. Children Social Care is working with more complex families and an internal Children's Services audit has demonstrated closure of cases where appropriate

Repeat Child Protection Plans & those open for more than 2 years

Over the course of 2015/16 the proportion of young people subject to a child protection plan for a second or subsequent time increased each quarter from 22.5% in quarter 1 to 24.6% in quarter 4. This is a slight increase to that of 2014/15 (20.8%). Children's Social Care are again exploring the reasons why the number

of repeat plans has increased and working to ensure that effective support is provided when cases are stepped down.

The number of Child Protection cases open for 2 years or more had reduced from 11 (5.4%) to 7 (3.2%) over the course of the year. An audit will be conducted by Children's Services on the 7 cases open at the end of 2015/16 to check the reasons why the cases have been open for 2 years or more.

5. Child Protection by Category of Abuse

Chart 1 and 2 below show that the share of child protection cases under the category of physical abuse has remained static and the proportion of sexual abuse cases has reduced by more than 60% from 2014/15 to 2015/16 although the actual number of cases equate to 8 cases in March 2015 to 3 cases in March 2016. During that period there has been a 2% increase in neglect cases and 1% increase in emotional abuse cases.

Chart 1: Category of Abuse 2015/16 Year End

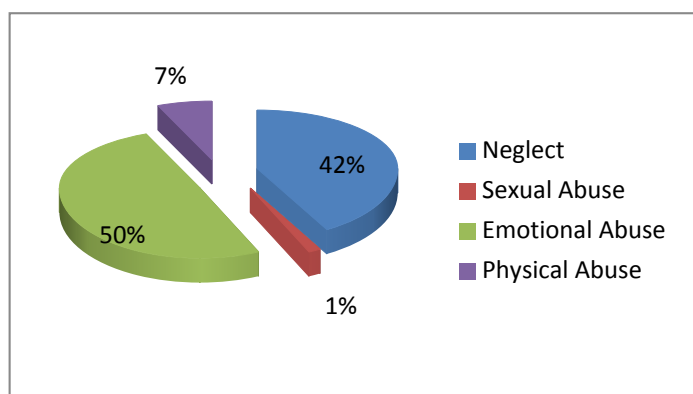
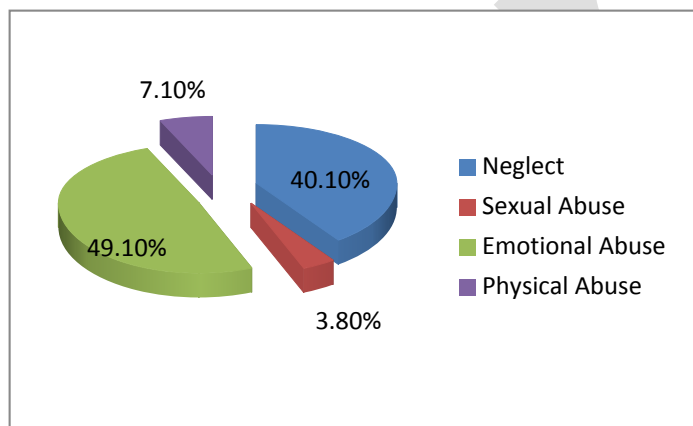


Chart 2: Category of Abuse 2014/15 Year End



It is important to note that despite the national high profile abuse cases and subsequent activity to tackle child sexual exploitation, neglect and emotional abuse remain a much more common form of abuse, and both have increased further in the year 2015/16.

6. Children with Disabilities

The Integrated Service for Children with Additional Needs (ISCAN) offer treatment and support to Children with a Disability and/or Complex Health Needs. The team is an Integrated Service comprising of Health and Social Care staff who work from a range of sites across Tameside, including community clinics, special and mainstream schools and nurseries and home visits providing a range of Nursing, Therapeutic, Behavioural and Social Care Interventions. There is a Children with Disabilities Pathway between the Public Service Hub and ISCAN and in 2015/16 there were approximately 24 contacts resulting in 6 referrals a month to the ISCAN Team. Joint working and protocols are in place to ensure that ISCAN are appropriately involved in S47

enquiries, specialist assessments for court purposes and legal planning meetings. ISCAN managed an average of 78 Child in Need, 1 Child Protection case and 23 LAC cases a month during 2015/16. ISCAN are also represented on a variety of panels including the Placement Panel and Education Panel.

7. Children in Care

Children in care are those looked after by the local authority. Only after exploring every possibility of protecting a child at home will the local authority seek a parent's consent or a court decision to remove a child away from his or her family. Such decisions, whilst incredibly difficult, are made when it is in the best interest of the child.

As of 31 March 2016, 423 children were being looked after by the local authority compared to 483 at 31 March 2015 and 423 at 31 March 2014. Of the total number, 378 (78%) were placed in the Tameside area and 105 (22%) placed out of the borough.

Table 5: Placement Breakdown as at 31/03/2016

Type of placement	No. of children
Placement with foster carer in borough	215
Placement with foster carer out of borough	81
Residential placement in borough	22
Residential placement out of borough	27
Placement in hostels or supported lodgings	7
Placed with parents	37
Same placement for 2+ years or placed for adoption	123
<i>Other Local Authority LAC placed in Tameside</i>	
Placement with foster carer	299
Residential placement	54

As of 31 March 2016 the Local Authority had a record of 353 children placed in care from out of borough. The majority (86%) were placed in foster care and the remainder in residential placements.

8. Children in the Youth Justice System

The 2015/16 data shows that there has been a drop in the number of children entering the criminal justice system for the first time when compared to the previous year. This is in line with the national trend and is due to a number of factors, including effective diversionary work and changes to policing approaches. The Youth Offending Team (YOT) is currently working at a Greater Manchester level with colleagues from Greater Manchester Police (GMP) to try and further develop this work by increasing engagement with young people and adopting a whole family approach at the first available opportunity. At a local level there are plans in place to ensure that the prevention offers provided by both the YOT and early help services are better aligned.

Data relating to re-offending rates amongst children and young people has historically been problematic to capture but in October of last year the Youth Justice Board (YJB) launched a new toolkit to address this. The YOT has been tracking re-offending rates since this time and the first six months of data shows a marked reduction in the number of children in the cohort, which in turn means a reduction in the number of further offences being committed; however, the rate of re-offending amongst this cohort does not appear to be falling and the young people involved are presenting with a range of complex issues and tend to be known to multiple services. These children are tracked through the Deter Young Offender (DYO) group and are closely monitored through partnership working with GMP.

In respect of the use of custody for Tameside children and young people, the total number of custodial sentences imposed has decreased from 12 in 2014/15 to 8 in 2015/16. The use of custody is closely

monitored by the YOT and alternative community based disposals are routinely presented to the court when matters of public protection deem it safe to do so. Safeguarding concerns in relation to the secure estate for children have been reported on widely in the media over the past twelve months and recent inspection reports on a range of establishments have been less than favourable, highlighting in particular a trend in rising levels of violence across the juvenile estate. Nationally there has been a significant reduction in the use of custody for youths, meaning that a number of beds have been de-commissioned across the sector, resulting in the closure of HMYOI Hindley that had been the local provision for GM. Whilst the reduction in numbers is positive, the knock on effect is that children tend to be placed further away from home and as such have less contact with their families, something that is counterproductive to effective resettlement. The YOT continues to closely monitor children in custody and there are plans for a GM Officer to be permanently based in HMYOI Wetherby to provide a direct link to GM YOT's.

Both YJB grant funding and partner contributions to the YOT have reduced significantly over recent years and the budget for remands has been devolved from the YJB to the Local Authority. This carries with it significant risk as the cost of beds in the secure estate is high and this is an area of work that is difficult to control or predict; last year the entire remand budget went on one child who spent over eight months on remand for a serious offence that subsequently resulted in a life sentence being imposed.

SPECIFIC RESPONSIBILITIES UNDER WORKING TOGETHER TO SAFEGUARD CHILDREN (2015)

CHILD DEATH OVERVIEW PANEL

The Child Death Overview Panel (CDOP) is a multi-disciplinary sub-group of Local Safeguarding Children Boards that reviews the deaths of all children aged from birth to under the age of 18years old (excluding still births and planned terminations carried out under the law) who normally reside within the relevant boroughs. There are 4 CDOP's across Greater Manchester, including one for Stockport, Tameside and Trafford with an independent chair, Mick Lay.

The CDOP Annual Report for Stockport, Tameside and Trafford 2014/15 was presented to TSCB with the following recommendation:

It is the recommendation from this report that each LSCB ensure that Public Health take the lead in providing evidence of the work being carried out both locally and across GM that will have an impact on reducing the number of child deaths.

Based on the evidence in this report the areas which require specific focus are:

- Actions to prevent premature births which have a disproportionate effect on the child mortality rate.
- Actions to identify and then focus on groups where risk appears to be highest based on ethnicity and deprivation.

This will involve Public Health providing each LSCB with evidence of its action plans already in place to address the areas above and how these actions will be measured for outcomes.

Tameside is taking part in the current NW Sector-Led Improvement Infant Mortality Peer Review Programme which involves a detailed self-assessment by local stakeholders, a workshop for all participating areas, and development of action plans addressing local and shared priorities. The Tameside Action Plan developed through this process will form the principal local response to the CDOP Annual Report recommendations, and is expected to be agreed during summer 2016.

LOCAL AUTHORITY DESIGNATED OFFICER

The Local Authority Designated Officer (LADO) task is to oversee investigations into allegations of child abuse by professionals working with children and young people or behaviour which may place children at risk. It includes the chairing of inter-agency Professional Abuse Strategy Meetings (PASMs) on behalf of the Tameside Safeguarding Children Board and being available for advice and consultation.

Allegations against professionals working with children are varied. Many arise within the context of behaviour management, there are a small number of very serious allegations and there are others involving professional boundaries. They come to light through a variety of sources, most frequently children and parents who may complain to the agency concerned or contact the police.

Professional Abuse Strategy Meetings

Professional Abuse Strategy Meetings (PASMs) are convened in agreement with referring and employing agencies and investigators. PASMs are necessary when a clear and documented allegation against an individual arises and there is possibly significant harm caused to a child or children. Strategy Meetings are also held when there is a need for a formally agreed inter-agency strategy for dealing with the case. Complaints to the police have generally required PASMs.

Consultations

Consultations concern matters that do not require co-ordinated inter-agency action. These have increased year on year since the LADO has been in post which indicates that the awareness raising of this role and of partners responsibilities has been effective.

Strategy Meetings are not convened following a consultation when all appropriate action has been taken, only one agency was involved, or where the evidence of risk to children was very weak.

Many of the consultations have involved inappropriate behaviour of staff working with children. Incidents such as saying inappropriate comments, use of social media and giving children lifts. To address this issue the LADO has issued and promoted the 'Guidance for Safer Working Practice for Adults who work with children and young people'.

Table 6: Breakdown of All LADO Referrals

Year	PASMs	Consultations	Total
2008/09	41	21	62
2009/10	24	20	44
2010/11	36	35	71
2011/12	13	48	61
2012/13	25	49	74
2013/14	31	67	98
2014/15	22	106	128
2015/16	26	120	146

Employing Agencies referred to LADO

As with previous years the majority of referrals have concerned professionals with the greatest and most regular direct exposure to children i.e. school staff, foster carers, residential workers and early year's services.

Agencies Contacting LADO for advice or to refer cases

Agency	Number of contacts
Health	4
Education	35
Early Years	4
Other LADO	0
Residential	21
Children's social care	32
Police	13
OFSTED	5
Other	4

(Other includes agencies such as parents, MPs, HR, NSPCC)

Breakdown of Employing Agencies discussed

Agency	2013/14	2014/15	2015/16
Health	10	7	7
Education	26	46	55
Early Years	11	24	16
Residential	14	17	22
Children's Social Care			3
Police	4		1
Foster carers	16	14	18
Other	17	20	4

Breakdown of Categories of the cases which progressed to an initial consideration/strategy meeting. These are the cases where there it is agreed with the employed that their employee may have:

- Behaved in a way that has harmed, or may have harmed a child;
- Possibly committed a criminal offence against, or related to a child; or
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children

5 foster carers
 5 residential care workers
 1 social worker
 3 Health
 10 Education
 2 Early Years

7 of these cases were substantiated, 14 unsubstantiated and 5 were ongoing at 31st March 2016. Training needs were identified in 5 of the cases, 3 cases resulted in the member of staff being dismissed and 10 cases needed no further action after initial consideration.

STRATEGIC PRIORITIES FOR 2015-18 AND BUSINESS OBJECTIVES 2016-17

Based on the Board's current and ongoing safeguarding activity and the emerging safeguarding trends locally the following Strategic Priorities have been agreed for 2015-18. The actions which underpin the strategic priorities are reviewed annually in response to ongoing quality assurance activities, case reviews and annual reports.

Domestic Abuse

- To develop and deliver an educational awareness programme to universal services
- To continue to deliver multi-agency training on the 'whole family approach to Domestic Abuse' and to evaluate its impact

- To explore and develop ways to tackle domestic abuse at an earlier stage

Child Sexual Exploitation

- To ensure that a tiered package of support is available for victims of CSE
- To increase awareness of CSE amongst children and young people, parents and community
- To revise the local Missing from Home Protocol that reflects the response to missing children who are known to be at risk of CSE

Self-Harm

- Develop and deliver a package of self-harm and suicide training and support
- Improve practitioners understanding that patterns of risk taking behaviour e.g. substance use & eating disorders may also be a form of self-harm

Early Help

- Review the Public Service Hub in relation to safeguarding & early help activity and response
- Roll out revised CAF Training & improve CAF Support
- Strengthen joint working through effective and timely information sharing across the thresholds of need

Neglect

- Implement the multi-agency neglect strategy that enables partners to identify and respond to neglect at the earliest opportunity and escalate when necessary

APPENDIX A

Tameside Safeguarding Children Board Membership 2015/16

Working Together (2015) LSCB Membership requirements	TSCB Membership	Representative
Metropolitan Borough Council;	TMBC, Chief Executive	Steven Pleasant
	TMBC, Executive Director for Communities, Adults, Children's and Health	Stephanie Butterworth
The NHS Commissioning Board and clinical commissioning groups;	Director of Nursing & Quality, Tameside & Glossop CCG	Gill Gibson
	Acting Director of Operations and Delivery NHS England	Margaret O'Dwyer
NHS Trusts and NHS Foundation Trusts all or most of whose hospitals, establishments and facilities are situated in the local authority area;	Associate Director, Stockport Foundation Trust Community Healthcare Business Group	Michelle Lee
	Service Director, Pennine Care NHS Foundation Trust (Mental Health Services)	Stan Boaler
	Deputy Director of Nursing, Tameside Foundation Trust (Emergency and Specialist Services)	Peter Weller
Director of Public Health		Angela Hardman
Chief Officer of Police;	Chief Superintendent, Tameside Police	Donna Allen (Vice Chair)
Local Probation Trust;	Cheshire and Greater Manchester CRC	Nigel Elliott
	Head of Tameside and Stockport Probation Service	Richard Moses
Cafcass;	Service Manager, CAF/CASS	Glen Hagan
Voluntary & Community Sector	Community and Voluntary Action Tameside (CVAT).	Ben Gilchrist

2 Lay Members	2 Lay Members	Cathy Wilde Vacant post
Education	Assistant Executive Director	Bob Berry
The governing body of a maintained school	Head Teacher, Primary School	Carolyn Divers
	Head Teacher, Secondary School	Maureen Brettell
Further education institution situated in the authority's area.	Assistant Principal, Tameside College	John McCall
Housing	Strategy Housing Officer	John Hughes
Children's Services	Assistant Executive Director	Dominic Tumelty
Voluntary Sector	CVAT	Ben Gilchrist
Advisers to the Board	TSCB Business Manager	Stewart Tod
	Head of Children's Safeguarding	Lorna Schlechte
Designated Doctor	Designated Doctor	Munera Khan
Designated Nurse	Designated Nurse	Hazel Chamberlain
Legal Adviser	Legal Adviser	Alison Robertson
Observer	Councillor	Peter Robinson

APPENDIX B

Tameside Safeguarding Children Board Financial Statement 2015/16

TAMESIDE SAFEGUARDING CHILDREN BOARD INCOME	
In 2015/16 total annual income equalled £390,792 and was made up as follows:	
Tameside Council contribution	£123,330
School/Academies	£91,449
Clinical Commissioning Group	£134,700
Police	£13,200
New Charter Housing	£3,569
Probation	£3,333
CAFCASS	£550
Training Charges	£4,200
Total Contributions 2015/16	£374, 421

TAMESIDE SAFEGUARIDNG CHILDREN BOARD EXPENDITURE 2015/16	
Account Code Description	Spend 2015/16
Staffing costs	£ 174,203
TSCB General	£143,039
Training Strategy	£30,986
Serious Case Review	£40,755
TOTAL EXPENDITURE	£388,983

RESERVE	
Headings	2015/16
Funds from 1 April 2015	£142,549
Total Expenditure in excess of income	-£14,562
Balance in Reserve 31/03/16	£127,987

GLOSSARY

CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CSE	Child Sexual Exploitation
GMP	Greater Manchester Police
ICS	Integrated Care System
IDVA	Independent Domestic Violence Advisor
LADO	Local Authority Designated Officer
LGBT	Lesbian, Gay, Bi-Sexual, Trans-Gender
LSCB	Local Safeguarding Children Board
MARAC	Multi-Agency Risk Assessment Conference
TMBC	Tameside Metropolitan Borough Council
TSCB	Tameside Safeguarding Children Board
PASM	Professional Abuse Strategy Meeting
YP	Young Person