

# *Tameside Safeguarding Children Partnership* **Annual Report**



**2022 - 2023**

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# Foreword

Welcome to the annual report covering the work of the Tameside Safeguarding Children's Partnership (TSCP) in 2022/23.

I am the newly appointed Executive Chair & Independent Scrutineer. My role is to act objectively, as a constructive and critical friend who promotes reflection to drive continuous improvement and to provide high challenge and high support across the partnership.

The report provides an overview of multi-agency safeguarding activity during the year and reflects the hard work and dedication of all our partner agencies as they have safeguarded and promoted the welfare of Tameside's children and young people.

Tameside Safeguarding Children's Partnership demonstrated its ability to respond and to be creative in providing leadership through this difficult time. Our ability to safeguard children and support vulnerable families continued and we are in the process of reviewing our strategic priorities with wider partners and colleagues. This will include transformation plans that will go even further on establishing our culture, which is based on the principle of collective agreement and decision-making, and our governance arrangements to strengthen accountability and oversight of TSCPs activities, and to test the effectiveness of future arrangements. We cannot underestimate the voice of children and young people and a special thank you to all those who have taken part in active participation and provided valuable feedback from across the partnership. We are committed to building on this by creating further opportunities to help scrutinise our work.

This year has seen changes as we have said goodbye to Dr Henri Giller, the Independent Partnership Chair, and thank him for his dedication and service on behalf of TSCP and the children and families of Tameside.

We remain grateful to all of our partners and their dedicated front-line staff for their support and steadfast commitment to safeguarding all of our children. As an Executive, we aim to strengthen our leadership of the Partnership over the coming year through the renewed architecture and one partnership approach.



**Chad Thompson**  
**Executive Chair & Independent Scrutineer**  
Tameside Safeguarding Children's Partnership  
**(Appointed June 2023)**

# Tameside Statutory Safeguarding Partners



**Sandra Stewart**  
Chief Executive,  
Tameside Metropolitan Borough Council



**Allison Parkinson**  
Director of Childrens Services Tameside  
(Appointed August 2023)



**Phil Davies**  
Chief Superintendent  
Tameside District Commander



**Mandy Philbin**  
Chief Nursing Officer, NHS Greater  
Manchester Integrated Care

# Introduction

The Tameside Safeguarding Children Partnership vision is to,

*“Build a common approach to safeguarding children that understands and takes account of their voice and lived experience resulting in a professional response, which is trauma informed and tackles the underlying causes of risks to their safety and continued wellbeing.”*

This vision is underpinned by the strategic aims and priorities identified throughout the strategic plan for 2021-2024. It supports the principle that safeguarding is everyone’s business and reinforces the need for us all to work together in order to support children and young people in Tameside to achieve their full potential.

The Tameside Safeguarding Children Partnership (TSCP) is the statutory body for ensuring agencies work together to safeguard and promote the welfare of children and young people, and to test the effectiveness of multi-agency safeguarding arrangements.

The Statutory Safeguarding Partners are,

1. the Local Authority – the Director of Children’s Services (DCS) has professional responsibility for the leadership, strategy and effectiveness of local authority children’s services. The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers.
2. NHS Greater Manchester Integrated Care Board (ICB) – the ICB Chief Nurse will be accountable for the statutory commissioning assurance functions of NHS safeguarding, supported by safeguarding Directors, Designated Professionals and safeguarding teams working across the health systems to ensure and promote multi-agency partnership safeguarding work to protect children and young people.
3. Greater Manchester Police (GMP) – the Chief Officer of Police is accountable to the Police and Crime Commissioner for their safeguarding duties in relation to the safeguarding of children and young people and ensures effective multi-agency work is co-ordinated to improve safeguarding practices.

These partners all have equal and joint responsibility for local safeguarding arrangements.

The partnership also includes relevant agencies as outlined in Working Together to Safeguard Children (2018), early years settings, children’s homes, probation, health service providers, schools, colleges, social care, voluntary, community and faith sectors. TSCP act as a strategic leadership group in supporting and engaging these partners to agree ways to coordinate effective safeguarding services and implement local and national learning.

The [Tameside Multi-Agency Safeguarding Arrangements](#) are being reviewed during 2023 to ensure that the Partnership model is effective in responding to the TSCP strategy. This has been a primary focus for the Partnership over the last 12 months and this Annual Report 2022/23 demonstrates how this model has been applied as the Partnership has strived to respond to this Strategy during this period, responding to the agreed Priorities.

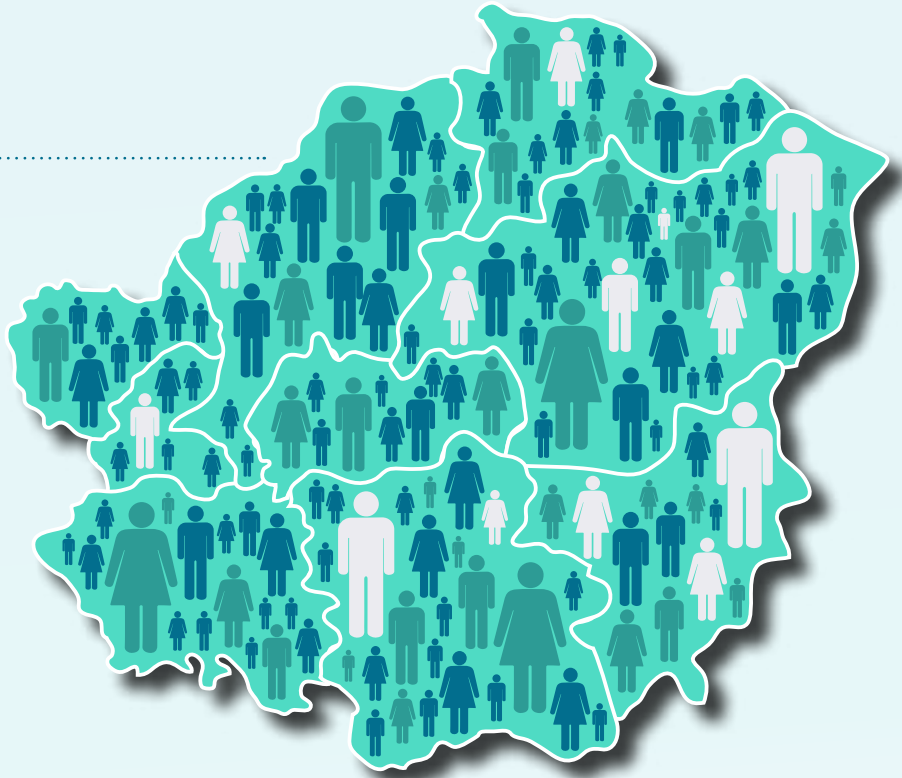
Further information is available on the [Tameside Safeguarding Children Partnership](#) website. During the period of this report (April 2022 – March 2023), independent advice and scrutiny of the safeguarding arrangements was provided by the Independent Chair for the TSCP, Dr Henri Giller.

# Tameside – Local Context

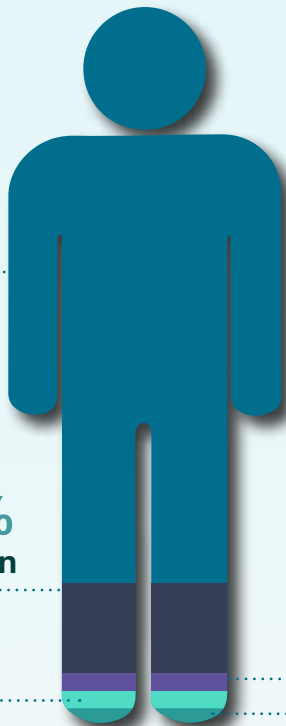
## Tameside Population

**231,119**

ONS (and Tameside  
Education)



**86%**  
White



**9%**  
Asian

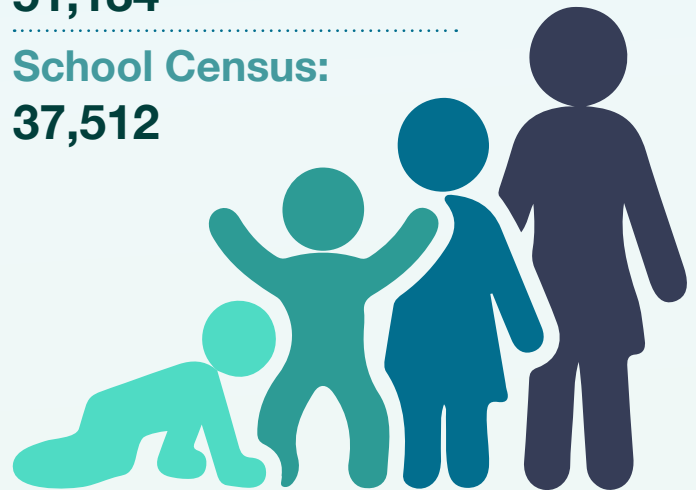
**2%**  
Black

**2%**  
Mixed

**1%**  
Other

**0–17-year-olds**  
**51,134**

**School Census:**  
**37,512**



**Primary**  
**21,878**

**Secondary**  
**14,720**



**SEN/PRU**  
**914**

## Risk Factors

(Tameside Council, ONS, Education & NHS Fingertips)

### Poverty

Index of Multiple Deprivation: Tameside **28th** out of **317** most deprived local authorities.

**29/141** LSOA areas are the **10%** most deprived area in the country.

**8,073** living in absolute poverty; FSM eligibility **increased** over last two years to **30%** in 2022/23

### Domestic Abuse Notifications

**2,613**

### Substance Misuse

**1,900 admissions**

### Adult mental health

**34,965 (19%)**



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## Education

(Ofsted, DfE and Tameside Education)

### Pupils in good/outstanding schools:

**Primary (95%)**

**Secondary (60%)**

**SEN/PRU (72%)**

**English as Additional Language: 14.6%**

**School Readiness: 60%**

**SEN Support: 14%**

**SEN EHCP: 5%**

**Children Missing from Education: 238**

**Home Elective Education: 226**

**16/17-year-olds in Employment, Education or Training: 88%**

**Young Carers: 148**





## Health

(NHS fingertips & GMICB)

### Obesity

**Reception: 12%    Year 6: 25%**

### Hospital Admissions:

**0-18: 30,020**

**Unintentional & Deliberate injury: (0-14) 455 and (15-24) 285**

### Mental Health

**Kooth: 912 registrations**

**Number of referrals: 546**

**Number of CYP receiving services: 624 (22/23)**

### Life expectancy

**Born in 01-03: 79 (female), 73 (male)**

**Born in 17-19: 80 (female), 77 (male)**



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## Safeguarding incidents

(Children Services)

**Safeguarding Contacts: 15,396**

**Number of referrals to social care: 3336**

**Child and Family Assessments: 4,598**

**Missing from Home: 1047 of which there were 2,135 incidents**

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## Safeguarding Demographics

(Children Services & DFE)

**As of 31st March 2023**

**Cared for Children (LAC): 648**

**Child Protection Plans: 317**

**Children in Need: (1119)**

**Open cases to Complex Safeguarding: 31**

**Number of Young Carers: 148**

# Partnership Priorities

These agreed priorities were set out in the TSCP Safeguarding Strategic Plan 2021-2024.

## Trio of Risk & Vulnerability

- At both local & national level. The toxic trio effects parental/carer ability to care of their children. TSCP completed case reviews during 2017-20 in which the toxic trio have featured heavily; Domestic Abuse (50%), Parental mental health (60%) and Parental substance misuse (60%). Reducing these risk factors within the population, therefore, is a partnership priority, alongside mitigating risk to children whose lived experience is affected by these risk factors .

## Transitions

- Ensuring safeguarding is prioritised in any context of transition

## Complex & Contextual Safeguarding

- TSCP will have the strategic oversight of the contribution of Partners, individually and collectively, to safeguard and protect children at risk from all forms of exploitation. TSCP strive for a Partnership approach to improve wellbeing, safety and outcomes for adolescents

## Trauma Informed Professional Practice

- Local reviews have informed TSCP response to identify this as priority. Across Tameside there are pockets of good practice where ACES and trauma informed practice build resilience and can improve outcomes for the individuals, families and communities.
- TSCP will embrace this work to inform and contribute to the development of this area of work, to provide a workforce that is trauma informed and able to apply an ACE lens to ensure their practice is informed by trauma

## Early Help Offer & Thresholds

- This remains a continuation of the work that TSCP have been involved in to date. TSCP are committed to gain assurance that there are clear pathways so that thresholds are understood and consistently applied
- that there is effective multi-agency working in responding to early identified needs

# Partnership Working

Partnership working is imperative to ensure TSCP role is successful to safeguard and improve outcomes for children, young people and families. Shared Priorities are acknowledged collectively across:-

- **Tameside Community Safety Partnership**
- **Tameside Adults Safeguarding Partnership Board**
- Health and Wellbeing Board

The Boards have mapped their shared priorities and identified the lead partnership responsible for driving these. This work informs the TSCP Business Plan and contributes to **TMBC Corporate Plan**, and the **Police and Crime Plan**

Working Together to Safeguard Children 2018 sets out the collective and individual responsibilities of all statutory and relevant agencies to safeguard children, in addition to any agency specific guidance or legislation. The following Partnership responses discuss their contribution to this work and in doing so gives TSCP assurance that the work is effective in Tameside to safeguard and promote the welfare of children and young people.

# Delivering on the Partnership Priorities

## Tameside Children's Social Care



### Key issues that have been the focus for 22/23

- Recruitment and Retention of Social Work Qualified Staff
- Strengthened Early Help offer to prevent escalation into statutory services
- Revised Multi-Agency Threshold Protocol
- Restructured Children's Social Work Teams to strengthen service delivery in Duty, Safeguarding and Cared for Childrens Teams.
- Identified 4 buildings which will become locality bases and a central building in Ashton to be corporate parenting base with Care Leaver Hub.
- Refreshed and launched the Quality Assurance Framework aligned to the Signs of Safety Model.
- Established a multi-agency subgroup focusing on Multi agency attendance at safeguarding meetings. I.e. Strategy, meetings.
- Worked with Partners in practice to strengthen service delivery in keys areas, such as, Child in Need, The development of a front-line Management Development programme.
- Refreshed the Supervision Policy.

### What has gone well?

- Established Signs of Safety delivery Team
- Developed a Children's Social Care Staff Development Resource Manual
- Embedded a rolling programme of quarterly practice week events
- The development of a robust internal and partnership training programme
- Reduced social work case loads
- Improved timeliness across a range of key indicators

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

#### Organisation Response:

- Induction for new starters to Tameside to develop their knowledge and understanding of the processes and how the Local Authority responds to domestic abuse. Specific training is available around all aspects of domestic abuse, including processes, people, risk management, Toxic Trio, joined up working, and effective safety plans.
- Monthly audits across services, themed audits, Multi agency audits in the MASH have taken place to consider improved practice. Many these include an element of Domestic Abuse. Recommendations are made to link to services and process' to improve safety planning for victims and their children.

- Learning from audits links to a better understanding of a range of services available and a more specific and targeted approach. For example, a general theme for children experienced and affected by Domestic abuse / alcohol/ mental health would be for workers to refer to Childrens Independent Domestic Violence Advisor. (CHIDVA)
- Work is ongoing to support agencies to make appropriate referrals to reduce the CHIDVA waiting list to ensure it is accessible to those that need it. There are agencies such as Change Grow Live (CGL), Talk, Listen, Change (TLC), Tameside Families Together (TFT), and others that can support children experienced by domestic abuse. The Multi-Agency Safeguarding Hub (MASH) have contributed to this to gather evidence to support what level of awareness there is across Tameside in terms of services available. This will link to further training and development, as well as promoting the wider range of services available.
- **Caring Dads – Perpetrator course;**  
Tameside domestic abuse strategy focussed on the most common theme linked to repeat incidents of abuse. This is generally, the lack of perpetrator support and assessment. This links with alcohol misuse, mental health, and other factors. A perpetrator needs assessment with feedback from survivors has been completed and as an outcome there is funding agreed for several staff to take part in the caring dad’s course to deliver this to perpetrators, in the hope that this can reduce impact, and allow people to live safely within the family home. ‘Caring Dads’ exists to change current practice to improve the inclusion of fathers in efforts to enhance the safety and well-being of their children.
- Police response officers: All police referrals specifically record the toxic trio with a level of rationale as to how these impact on the children. Police responses to this are better than they have ever been.
- Voice of the child is also gained from the Police and passed directly to MASH within the referrals to allow insight into impact. This is embedded into Police practice when responding to domestic incidents.
- Change Grow Live (CGL) - Joint working with MASH/CGL is ongoing and works well. MASH include CGL in as many referrals as possible when the toxic trio is an identified risk factor. CGL have a wealth of knowledge, experience, training and development, which is on offer for all agencies in Tameside.
- Development of practice is promoted in many ways, via partnership training and development, specific half day training course ‘Domestic Abuse – Understanding Risk and Response’.
- Specific work with Early Help workers and social workers about toolkits available regarding voice of the child and lived experience.
- Risk management: daily risk management meetings take place to discuss all high-risk incidents. This allows immediate safety planning between agencies.
- MASH Police have an improved understanding of the early help offer, as well as vital agencies such as CGL, Adults SW teams, and a range of services for victims and their children, to offer proportionate support. This will continue with work around thresholds, targeted support etc.
- Tameside’s Targeted support offer includes expertise to deliver programmes to children and victims exposed and impacted by domestic abuse. Targeted support on duty will have access to risk management meeting as well as MASH police for improved joined up working and safety planning. The early help offer includes work with parents struggling with Mental Health and substance misuse.

## Transitions

### Organisation Response:

- There has been extensive work undertaken as part of the Early Help transformation strategy and Threshold framework to ensure that movement through the continuum of need is seamless, removing the 'step down' term and replacing it with 'change of worker' ensures support is given at the right level to families. Confidence has grown within the Early Help offer, to provide targeted family support to vulnerable families whilst maintaining a relationship-based approach.
- The network and communication between Early Help and Children's Social Care Teams has been strengthened through daily communication to ensure timely 'change of worker' happens for families. This includes a 10-day transition where joint visits are undertaken with Early Help and Children's Social Care. The child's plan is updated to reflect the progress and change, ready for a smooth transition.
- A task and finish group has been established to prepare for the implementation of the Liberty Protection Safeguards (LPS) Framework – which will include 16- and 17-year-olds. A strategy is being developed to ensure early identification of young people that may need support from adult services as part of their transition to adulthood, or who meet the threshold of the LPS framework as adults requiring ongoing services.

## Complex & Contextual Safeguarding

### Organisation Response:

- Children's Social Care continue to work alongside the Complex Safeguarding team in their delivery of services as part of the adolescent offer to the young people of Tameside. We recently held a practice week focused on Children and young people who have been identified as hard to reach. A range of partners engaged in the work of practice week, during which there was a range of practice learning circles to promote and develop specialist knowledge in this area. These included Learning from Local Safeguarding Child Practice Reviews (LSCPR's) and 7-minute briefings. The work of the SHiFT Programme and the complex safeguarding team, Child Criminal Exploitation (CCE) and Missing.
- All new Children's Service workers are offered a full induction programme, which includes a dedicated session around the Local Authorities' offer around Adolescents and Complex Safeguarding.
- All staff also have access to training available via Greater Manchester networks and Research in Practice.

## Trauma Informed Professional practice

### Organisation Response:

- Tameside Children's Social Care is part of a wider Greater Manchester initiative to deliver a 'trauma informed' service to the children and young people who we care for. 'Trauma-informed' approaches have become increasingly applied as a means for reducing the negative impact of childhood adversities and supporting/improving child and adult mental health outcomes. These approaches are informed by a set of principles that recognise the experiences of trauma are prevalent and can negatively affect the daily lives of children and young people. As part of this initiative, we have access to training to support those directly involved in supporting and caring for children and young people. The training is online and delivered by Beyond Psychology. The course is set out over 6 x 20-minute modules and each session comes with a tip sheet / resource to be printed and completed independently.

- Since the beginning of March 2023, we have distributed 250 licences to our workers in the cared for children, fostering, leaving care, residential and edge of care services. Additionally, our foster carers who are looking after school aged children have been included in this training offer. Our plan is to review the training to explore how the training is affecting practice, and what difference it is making to children and young people's daily lives. Going forward there will be further opportunities for Level 2 training and consultation with Greater Manchester Partners to ensure that we are progressing effectively with our 'trauma informed' journey in Tameside.

## Early Help offer and Thresholds

### Organisation Response:

- MASH and EHASH have been integral in the development and training of the new Tameside Threshold Document for internal and external agencies. MASH, Early Help & Safeguarding Hub (EHASH) and Emergency Duty Team (EDT) co-produced the training.
- A Multi-agency audit programme is in place to focus on thresholds and the application. This is an ongoing programme, which continues to support practice development and learning.
- There has been extensive work through the Early Help transformation strategy and Threshold framework to ensure that movement through the continuum of need is seamless as outlined in the work being undertaken around transitions.

## What were the major challenges?

- Significant pressures on recruitment and retention of suitably qualified social workers.
- High Levels of newly qualified Social Workers
- Sufficiency of placements including residential therapeutic placements for adolescents with significant and complex mental health needs.
- Reliance on agency social workers, who can leave at short notice – creating a 'start again' approach.

## What areas have been identified for improvements in 2023/24?

- To relocate Children's Social Work Teams to neighbourhood Localities, implementing service re-design, creating direct line of sight to practice.
- Development and transition from MASH to EHASH
- Focus on 'back to basics' ensuring all children/YP have an up to-date assessment, plan and review
- Child In Need (CIN)/Core Group/Care Planning, alongside purposeful visits, and voice of the child.
- Permanent recruitment; to reduce the reliance on agency social workers

## Predicted Demand and Challenges for 23/24?

- Recruitment & Retention of qualified and experienced social workers
- Placement sufficiency
- A rising trend in the complexity of Children's mental health.

# Early Years, Early Help and Neighbourhoods

## Key issues that have been the focus for 22/23

- Implementation of Family Hubs
- Mental Health
- Domestic abuse
- Implementation of Tameside Neglect Action Plan (TNAP)
- Developing intervention champions across EHASH. L2 and L3 teams
- Completion of transformation work to include the Restructure and new delivery model

## What has gone well?

- Launch of Threshold framework
- Refresh of the Early Help strategy
- Investment through family hubs
- Confidence in Early Help offer at L2 and L3
- Confidence in Early Help offer case management within L2 and L3
- Impact of new step up/down procedures
- Investment in Early Help
- Take up of Team around the School and increase in numbers of Early Help Assessments completed by partners

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

Organisation Response:

- Education is represented at the domestic abuse steering group
- GMCA commissioned their productions for schools and a number of Tameside schools have been involved and taken up this offer
- CGL work closely with our schools and have provided training in relation to both parent and young person substance misuse

### Transitions

Organisation Response:

- New platform for transition from primary to secondary school implemented – SixintoSeven – with a focus on vulnerabilities and face to face transition around vulnerable pupils. Virtual School focused on ensuring transition support when children move placements acting as a conduit between placement and school.



## Complex & Contextual Safeguarding

### Organisation Response:

- To ensure we identify and provide interventions at the earliest opportunity to keep young people safe, we have developed the following:
  - Tameside Early Help Child at Risk of Exploitation practice standards
  - Tameside Child at Risk of exploitation Guidance
  - Tameside Pre-screening tool
  - Tameside Child at Risk of exploitation tool kit
- This tool kit has been devised for professionals to use with young people to help open up and have discussions around safety and risky situations whilst also giving some hints to some safer situations. Risk is an essential component of a balanced childhood; young people need to understand what risk means and that being in risky situations can lead to something unpleasant that could occur. The idea behind this toolkit is that it gives young people information about risky situations. It also provides some hints as to what might constitute safer situations. It also allows professionals to raise issues of safety with young people in a way, which is non-accusatory. Completing an ecomap alongside the tool kit would offer more understanding of the young person's family, friendship and community relationships. The different coloured sections address different areas. Historic concerns are considered as it has noted within rapid reviews the importance of taking into consideration past concerns.
- Due to the development of adolescent hubs and the children and young people plan, this now includes Misper, contextual safeguarding to include a partnership response, the turnaround and SHiFT programme to ensure identification, planning and positive outcomes for children's and young people.

## Trauma Informed Professional practice

### Organisation Response:

- We now have the FITS team co-located with Early Help providing consultation and training to enhance the existing skills of the workforce to become trauma informed with the aim of embedding trauma informed practice across children's services.
- All teams use eco maps and cultural genograms to understand past history and the TNAP includes parenting capacity to understand previous trauma and ACEs of the parent.
- Trauma informed practice is a golden thread through all area of our service.
- We continue to work using the THRIVE model and have the Single Point of Access to Mental Health (SPOA) co located within EHASH with regular meeting and discussion on referrals to ensure all YP receive a service appropriate for their need.
- We are part of the integrated care partnership working on Tameside's Mental Health strategy for all.

## Early Help offer and Thresholds

### Organisation Response:

- Tameside uses a graduated response model when looking at universal, early help, targeted early help and specialist/safeguarding services.
- This model closely aligns to the THRIVE model of getting advice, getting help, getting more help and getting risk support.

- Early help follows the same approach and processes for working with families. When additional need is identified which is beyond the universal support available to everyone, the early help process is started. An Early Help Assessment is completed with the family and the lead professional will work alongside the family to develop a plan of action and co-ordinate support. Support begins as soon as the early help process starts. The progress made and any ongoing needs of the family at Level 2 are reviewed through the 'Team Around the Family/ Setting' approach.
- Family Help Services within our four neighbourhoods (North, South, East and West) work closely with Early Years, Child and Adolescent Mental Health Services (CAMHS), Job Centre plus and Active Tameside to support families 0-19 (25 with SEND).
- Tameside council have established targeted family help at Level 3 where more complex early help cases will be held by Family Help Lead Practitioners who will work with a family as long as needed, provided they are making progress. Where needs escalate, cases can be safely and quickly stepped up to statutory services using clearly defined, systematic approaches. Engagement with all members of the family is crucial to the success of this approach and the child's voice must be heard strongly within the assessment and plan to ensure it is meeting their needs. Targeted family help follows the same approach but is provided when issues have become multiple or complex and stronger coordination of support is needed.
- To underpin Tameside's Early Help Offer, the Signs of Safety framework has been adopted as part of the Early Help Assessment to strengthen safety and wellbeing planning with families. This is a strength and relationships based, solution focused model that looks to assess risk and concerns, identifying solutions with the family.

## What were the major challenges?

- FITS team staffing numbers
- Cost of living in relation to housing, food and fuel poverty
- Building maintenance i.e. family time centre furniture
- Capacity of partners
- Lack of business support
- Health waiting lists

## What areas have been identified for improvements in 2023/24?

- SEND/Written Statement of Action (WSOA)
- Data dashboard
- Data Protection Impact Assessment
- Timeliness of changes on the system – too many hurdles

## Predicted Demand and Challenges for 23/24?

- Cost of living
- Capacity/verses demand across L2 and L3
- Health waiting lists
- Co-location

## Education

### Key issues that have been the focus for 22/23

- Attendance
- Embedding new Threshold documents
- Joining up Education with Children's Social Care and Early Help and involvement of schools in Improvement Board
- Redesign of the Front Door - EHASH
- Separating Schools Safeguarding Advice from the LADO function
- Developing and widening the role of the Virtual School

### What has gone well?

- Practice Week in June focused on school attendance, conference in June around Attendance and council-wide pledge. Strong comparative attendance data but nationally too many children are persistently absent from school
- Good attendance at Threshold and EHASH redesign briefings by schools
- Improved ownership and collaboration between education and social needs services. Strong engagement by school representatives at Improvement Board; improved engagement across the system with Children's Services.
- Improved capacity to support schools with safeguarding advice from the Schools Advisor
- Virtual School having an impact more widely than cared for children
- Continual good attendance from safeguarding staff in schools at the CP network for schools and also multi agency practitioner forums
- 100% return of section 175 audits to TSCP
- A safeguarding area has been set up on the "support for schools" website. This is being used to give safeguarding leads in schools easy access to local information and guidance pertinent to their role. All DSL and deputies have been assigned password access

## Response To Strategic Priorities And Emerging Need

### Trio of Risk & Vulnerability

Organisation Response:

- Education is represented at the domestic abuse steering group
- GMCA commissioned their productions for schools and a number of Tameside schools have been involved and taken up this offer
- CGL work closely with our schools and have provided training in relation to both parent and young person substance misuse

### Transitions

Organisation Response:

- New platform for transition from primary to secondary school implemented – SixintoSeven – with a focus on vulnerabilities and face to face transition around vulnerable pupils. Virtual School focused on ensuring transition support when children move placements acting as a conduit between placement and school.

## Complex & Contextual Safeguarding

Organisation Response:

- A new Workstream has been developed for Education settings which will support partnership working and two-way feedback and collaborative working. This will be chaired by the AD for Education.

## Trauma Informed Professional practice

Organisation Response:

- The Executive Headteacher of the Tameside PRU is leading initiatives across the Borough on Trauma Informed Practice. He provides briefings at all Headteacher meetings and led the Primary Headteacher's Conference in March 2023 which will be followed up by further training at whole school level in September. In addition, the Exec Head leads on a pilot with five secondary schools and is working with the Council to review pupil services to improve inclusion and outcomes for children around inclusion. Schools have responded extremely well to this approach and the work is having a positive impact on exclusions.

## Early Help offer and Thresholds

Organisation Response:

- Briefings with schools have taken place and been well attended. Teams have worked with schools to understand their needs and have found ways to support schools. There is still more work to do to develop consistency, but schools are on board with the rationale for redesign and keen to work collaboratively.

## What were the major challenges?

- The main challenges have been around school capacity especially in smaller schools of which Tameside has a large number. The enormous social and mental health needs seen in the aftermath of the pandemic and are present in the low levels of resilience, high needs of children and families, the cost-of-living crisis, and financial cuts in schools. This has made it a challenging context for everyone to drive change and to meet needs effectively. The shortage of clinical mental health support for children and families is also have a significant impact.

## What areas have been identified for improvement for 23/24?

- Ensure new thresholds guidance has been understood, implemented and embedded in practice

## Predicted Demand and Challenges for 23/24?

- The high levels of post-pandemic needs are likely to continue to present difficulties to all services as will the continued economic challenges.

# Complex Safeguarding

## Key issues that have been the focus for 22/23

- Stabilising the team and ensuring consistent management
- Staff recruitment and team cohesion.
- Refresh processes and clarify practice standards.
- Ensure consistent partner working with health and GMP
- Ensure close working relationships with allocated CSC SW

## What has gone well?

- Recruitment of permanent Team Manager
- Recruitment of permanent Senior Practitioner
- Return Interview Missing Service brought under CST management
- Missing procedures written and missing panel launched
- CST Action plan written and Operational Group relaunched
- MACE panel launched and WISE implemented
- 3 way audit of all open CST cases

## Response To Strategic Priorities And Emerging Need

### Trio of Risk & Vulnerability

Organisation Response:

- Multi agency response to risk for young people via the Daily Briefing with GMP, Health, YJS and SHIFT representative.
- Co working with allocated Social Workers and launch of the Planning meeting upon allocation to the CST Social Worker. CST WISE model implemented providing a more holistic assessment of risk and this is shared with allocated SW to inform Child and Family Assessment.
- CST SWs have an understanding of trauma impact upon young people and their interventions are influenced by an acute sensitivity to the young persons lived experience and how this has affected them.
- CST SWs attend Child Protection Conferences, Child in Need and CLA reviews to ensure that information is shared and the risks to young people is understood in the round.

### Transitions

Organisation Response:

- CST team involved in the transition planning for young people and engage in the pathway planning process.
- Joint working with GMP, Health and Education partners to plan for transition in understanding the unique needs of this cohort of young people.
- Links with Housing are developing in working towards joint planning.
- Joint working with Childrens Social Care in supporting newly looked after young people with a clear focus on corporate responsibility and ensuring that the service meets the needs of the young person and respond flexibly.

## Complex & Contextual Safeguarding

### Organisation Response:

- Child Exploitation Protocol refreshed – July 2023
- Missing protocol written – July 2023. Return Interview service brought under the operational and strategic management of the Complex Safeguarding Team. The links between our missing young people and the risk of exploitation to be better understood and the response to our missing young people to be viewed through an exploitation lens. Missing Panel launched.
- CST action plan written and will form the agenda of the Operational CST group to be launched September 2023.
- MACE panel launched September 2023.
- Team Manager and Senior Practitioner recruited to provide stability and ensure management oversight and drive.
- Tripartite audit of all currently open cases to CST.
- Psychologist secured via the GM Resilience Hub.
- Daily Briefing Meetings now established with GMP, Health, Education and SHIFT.
- WISE model implemented to provide a rounded and holistic assessment.
- Contextual offer in development with GMP, CSP and other partners to address risk at place.
- Adolescent Offer in development. External review by Athena Strategy has been completed.

## Trauma Informed Professional practice

### Organisation Response:

- CST team have a commitment in practice to trauma informed approaches in understanding and contextualising risk and presentations. This is evident in assessments and direct work completed.
- Resilience Hub psychologist to offer support to staff in managing trauma and providing a consultative service in their work with young people who have experienced significant trauma in early childhood.
- All staff access specialist training in Trauma Informed Practice and evidence this in their advocacy with young people and when working with partners to ensure that approaches by all professionals accord with these principles.

## Early Help offer and Thresholds

### Organisation Response:

- Close working relationship with Early Help Services. The Complex safeguarding Team is part of Early Help and Partnerships Directorate and shares the same governance and management structure.
- Development of the CRE model is clearly articulated in Early Help.
- The focus of the Complex Safeguarding Team is becoming increasingly preventative in ensuring that interventions take place at the earliest, most appropriate stage to ensure that intensive work can take place to avoid escalation in risk and allow for the development of trusting relationships with young people.

## What were the major challenges?

- Recruitment and retention of staff
- History of instability in management has impacted the team and their understanding of practice standards.
- Under development of the Missing Service and the need to align with CST.

## What areas have been identified for improvements for 23/24?

- Improve preventative response to missing- better links with residential sector to provide strategic response. Improve understanding of our missing cohort and ensure consistency in risk response.
- Develop better understanding of top 10 high risk young people across the service and ensure corporate responsibility.
- Develop practice standards for Complex Safeguarding service to ensure excellence in practice and added value in co working relationship with allocated Social Worker.
- Develop contextual response to risk which focuses on risk linked to place. This is a joint piece of work with GMP,CSP and internal partners.

## Predicted Demand and Challenges for 23/24?

- High risk cohort of young people in an ever-changing landscape which requires a dynamic response to risk at pace.
- Ongoing pressures on partner agencies in respect of resource and demand.

## Key issues that have been the focus for 22/23

- Continue to promote, create, and ensure safeguarding is our everyday business, culture and whole organisational approach that is firmly embedded within the wider duties and all areas and activities of the Trust
- A significant, continued focus and drive across the Trust to recover Safeguarding Children Level 3 compliance.
- A continued focus on Domestic Abuse and introduction of the IDVA (Independent Domestic Violence Advocate) service in the hospital.
- Continue to actively engage and work collaboratively with partners in responding to the multi-agency improvement plan (specifically following SEND inspection and Ofsted monitoring visits of Tameside Children's Services) to improve outcomes for children, young people, and their families.
- Continue to work in collaboration with partners to deliver against multi-agency priorities and work plans.

## What has gone well?

- The Integrated safeguarding team, built capacity to deliver level 3 single agency safeguarding children training that has exceeded the demand for recovery and ongoing compliance trajectory and has resulted in compliance increasing and a continued focus to assertively manage compliance in collaboration with the divisions and managers.
- The Trust successfully hosted their Inaugural Integrated Safeguarding Conference in November 2022, focused on Safeguarding as 'Our Everyday Business', attended by operational staff, system partners, and several Executive and Non-Executive Director colleagues. The conference was attended by the National Associate Director of Safeguarding NHS England, and nationally acclaimed guest speakers who delivered thought provoking and engaging presentations on exploitation, adverse childhood experiences and about our local work in Tameside, demonstrating how we make safeguarding our everyday business. The day also included the premier of a play by Pluto Play Productions, commissioned by the Deputy Director of Nursing for Professional Standards, Safeguarding and Assurance on behalf of the Trust, called "Everyone Matters." This play was commissioned in response to the learning from a complex case following an inquest, comprehensive investigation, and subsequent Domestic Homicide Review. This provided a unique and impactful way of sharing learning.
- The conference provided time and a space to reflect and focus on safeguarding, supporting, and enabling staff to understand how to make safeguarding their everyday business and consistently discharge their safeguarding responsibilities. The play functioned as a vehicle for sharing learning, encouraging professional curiosity, which echoed themes explored during conference. Excellent feedback was received, and the conference evaluated extremely positive.

*"Listen to people with lived experience"*

*"Become a Safeguarding Champion"*

*"How important Professional curiosity is"*

*"An excellent day, powerful and thought provoking. The voice of the person came through loud and clear and the work that is going on to support both children young people and adults at risk in our community is inspirational"*

*"Such an important event – Thankyou"*



- Improvement outcomes and developments following 2021 SEND Inspection. The ISCAN service (Integrated Services for Children with Additional Needs) and Community paediatric team have received investment equating to 31.2 additional WTE staff we have successfully recruited to 93.58% of posts. Waiting time for 1st appointment to therapy services has reduced with an average of 92.03% of ISCAN therapy and community paediatric referrals being seen for first appointment within 18 weeks.
- The ISCAN Reception area has been redeveloped to ensure the environment is child friendly with future development plans to improve the outside space for CYP accessing the services.
- There have been developments of a dedicated website to allow for CYPF to access additional information and content to enhance appointments and continued content in-between appointments.
- ISCAN & paediatric clinicians are working closely to develop pathways with social care and education to ensure the education health care plans (EHCP) are co-produced across the system ensuring the voice of the child is at the centre of each plan. Preparation is underway responding to the new inspection framework.
- The Child Health and Protection (CHAP) Team is a new team in the Trust that provides additional capacity to the Health Visiting and School Nursing services (Healthy Child Programme -0-19 years (HCP)), to meet statutory safeguarding requirements and to enhance the capacity of these services to contribute to the health and wellbeing of children and young people in Tameside. The Team aims to improve efficiency in multi-agency partnership working through better communication and identifying any areas for system improvement. The team provides a single point of contact into the HCP (0-19 years) service for Children's Social Care and Conference and Review services, for all multi-agency safeguarding and early help meetings. The team and its operating procedures were developed during the latter part of this reporting year and the team will be launched on 1st April 2023.

## Response To Strategic Priorities And Emerging Need

### Trio of Risk & Vulnerability

#### Organisation Response:

- The Deputy Director of Nursing Professional Standards, Safeguarding and Assurance and the Head of Nursing for Integrated Safeguarding are representing the Trust at the Tameside Domestic Abuse Steering Group, contributing to the implementation of the Domestic Abuse Strategy.
- The Trust continues to be an active member of the fortnightly MARAC meetings
- The Head of Nursing for Integrated Safeguarding and Named Midwife are contributing to the Tameside MARAC workstream.
- The Trust has contributed to Domestic Homicide Review processes and ensured lessons were learned from Domestic Homicide Reviews (DHRs).
- The Independent Domestic Violence Advocate (IDVA) fixed term funded role was extended and continues to work in the Trusts Emergency Department and Maternity Services. We continue to embed the role of the IDVA in the hospital aiming to; Improve identification of victims of interpersonal violence; provide an effective, consistent presence in A&E to advocate for the service and improve the response to victims of interpersonal violence, by supporting, empowering and training clinical staff to identify signs of abuse and ask screening questions; work collectively as a team with our staff, to offer a safe space where support is provided and choices are offered for immediate safeguarding and provide on-the-spot advice, support and safety planning to victims of abuse and violence at the point of crisis.

- Since November 2022, the Integrated Safeguarding portfolio has included mental health with a strategic objective, to drive and develop an enhanced offer of Mental Health, Mental Capacity Act, support, advice and expertise to hospital and community-based services. “As specialist nurses we are here to professionally challenge and address health inequalities in Mental Health” with a view to maximising people’s potential for better outcomes and quality of care provided.
- The Trust ambitions are to improve service delivery, in line with statutory legislation, progress seamless pathways, improve partnership working to ensure parity of esteem, increasing better health outcomes & quality of care. The Lead Nurse for Mental Health is aiming to ensure appropriate oversight is in place and offer support to review incidents, contribute to relevant investigations and provide appropriate challenge where/if necessary to trust services and ensure safeguarding is a golden thread.
- A focused development session was held with the quality & governance committee in December 2022 on Mental Health and ‘vulnerabilities. The Lead Nurse for Mental Health who commenced in post on 19th September 2022, presented her work to date at this session and has been engaging with a wide range of colleagues across the system.
- The lead nurse for Mental Health is the Co-Chair for the Urgent and Emergency Care Workstream relating to the system wide MHLDA (Mental Health, learning Disabilities and Autism) offer, and although in its infancy reports to the boards relating to the development of structures that support meaningful engagement and reduce duplication across the system. To ensure there is a collective understanding of what provision is currently hard to reach for some of our population to ensure inclusivity for all minority and underrepresented groups this is in conjunction with other organisations across Tameside in which an alliance agreement across all partners will be formulated. It is hoped that this will improve a strengthened approach in relation to health outcomes for adults experiencing multi disadvantage that are responsive, able to meet the needs and provide seamless journeys for the people of Tameside. The system wide Key priorities for Tameside are to focus on outcome measures that will support:
  1. The Development of an all-age Mental health and wellbeing strategy for the borough with a relentless focus on reducing health inequalities
  2. Transformation and service development to achieve our Starting Well, Living Well and Aging Well ambitions and delivery of the NHS Long Term Plan
  3. Reducing Health Inequalities for individuals with a Learning Disability and Autistic People.
- The Trust has continued to promote, create, and ensure safeguarding is our everyday business, culture and whole organisational approach that is firmly embedded within the wider duties and all areas and activities of the Trust
- The Integrated Safeguarding Team continue to triage incidents daily and ‘think family’, effective collaboration with Mental Health professionals sat within the team has proved positive, contact is frequent with professionals in neighbouring organisations where patients are known which is supporting to develop seamless, timely interventions to the population served with the hope of better outcomes and focus where identified on safeguarding children.
- The Trust supported National Safeguarding Adult Week 2022, that aimed to create a time where we could all focus on the importance of safeguarding adults and ‘Think Family’.
- The Trust has promoted and engaged with/attended training sessions delivered by ‘Change Grow Live’ (My Recovery Tameside, drug and alcohol service for adults, young people, families, carers and affected others). to improve our knowledge and skills with regards to substance misuse and to inform our safeguarding practice.

## Transitions

### Organisation Response:

- The Trust has a focus on improving transitions for children and young people into adult services.
- Assessment and gap analysis progressing against NICE transition guidance NG43 & QS140 and together for short lives pathways. This will inform action plans for development and implementation of a Transition Policy 23/24.
- The Trust were successful funding a Roald Dahl epilepsy transition post increasing clinical time with nurses and dedicated support for transition. There has also been an increase of Diabetes transition clinics with representation of adult clinicians following concerns raised during Diabetes peer review June 2022 due to the lack of Diabetes transition clinics provided with adult presence, the concern has now been graded.
- Trust teams input to dynamic support, A Care, Education & Treatment Reviews, and work alongside wider partners transitioning for SEND.
- Trust recognises that Transitional Safeguarding is not simply transition planning for young people moving from children to adult services. It is about activity that often falls outside of traditional practice of both 'transitions and 'safeguarding' and is more about a needs-led and personalised approach. It requires practitioners, leaders and all involved in services for children and adults, to consider how they might work together and think beyond child/adult silos for the benefit of young people at a key life stage.
- A strength of the integrated safeguarding team in the Trust is its focus on all age safeguarding and its ability to provide advice and leadership from a transitional perspective.
- The Cared for Childrens team attends and contributes to the monthly multi-agency transitions panel that proactively focuses on safeguarding and transitioning to adult services.

## Complex & Contextual Safeguarding

### Organisation Response:

- The Trust continues to have a focus, with ongoing development of the Complex Safeguarding Agenda across the Trust in response to emerging themes and priorities.
- The Trusts Complex Safeguarding Specialist Nurse:
  - » Is embedded in the multi-agency complex safeguarding team and is a key co-located member.
  - » Attended two training events focused on neurodiversity, applying this learning to enhance practice as several of the open cases, the young people are neurodiverse.
  - » Completed a peer review of the Manchester Complex Safeguarding Team and was able to contribute to a peer discussion and take away learning which will be used to enhance the offer in Tameside.
  - » Is contributing to the design group that will focus on driving the adolescent framework forward in Tameside.
  - » Submits quarterly data to the GM Complex Safeguarding Hub to inform the insights and impacts framework for Tameside.
  - » Provides learning opportunities in the Trust to raise awareness of complex safeguarding and contributes to the safeguarding level 3 children's training.
  - » Continues to share information regarding current trends, updates and learning opportunities with the Trusts Complex Safeguarding Training group email with over 200 staff.
- The Named Nurse for Cared for Children has oversight of the Complex Safeguarding Caseload due to our cared for children being overrepresented in this cohort.

## Trauma Informed Professional practice

### Organisation Response:

- The Trust continues to promote ‘Adverse Childhood Experiences’ (ACEs) as strong predictors of health risks and disease, and the most leading determinant of the health and social wellbeing.
- Trust vision is to improve health outcomes for the population and influence the wider determinants of health, through collaboration with the people of Tameside and Glossop and our health and care partners. Safeguarding thus underpins this and is the golden thread.
- The Integrated Safeguarding Team promote trauma informed practice and share training and learning opportunities with our staff, for example, a well-received session attends by our staff, delivered by ‘Lads Like Us’, “ The Million Pieces Experience “an NHS safeguarding award winning Trauma Informed package that has proven to inform the practice of professionals commissioned by NHS England.
- The Trust commissioned Kendra Houseman, (Co-Founder of Out of the Shadows, a trainer, and consultancy advisor for all aspects of safeguarding, specialising in exploitation, CCE, CSE and County lines) who was presented at the Inaugural Safeguarding Conference as keynote speaker, who is a survivor of many adverse childhood experiences and brought a unique perspective in understanding how this impacts children, how professionals can make a difference and how the system needs to change to meet the ever changing and increasing risks facing our children.
- The Trust has pockets of good practice with regards to trauma informed practice within our Family Nurse Partnership Service, Cared for Childrens Service, and the Integrated Safeguarding Team, and is working towards a vision of trauma informed safeguarding practice in the Trust for the future.
- The theme for the 23/24 safeguarding conference is ‘Trauma Informed Safeguarding Practice’.

## Early Help offer and Thresholds

### Organisation Response:

- The Tameside Neglect Action Plan (TNAP) has been created with consultation with all agencies within Tameside and Children and Young People. TNAP training has been delivered within the Trust by the Healthy Child Programme Neglect Champions, with excellent feedback on peer delivery model.
- Work was required to understand practitioners’ perceptions and practice around thresholds and needs and support staff to increase confidence in making the right decisions. This work was reported to the Improvement Board and provided assurance that our staff are applying thresholds as expected. Work continues to ensure our staff are consistent in their application of thresholds, with a collaborative approach being taken with our local authority colleagues to ensure our staff understand their roles and responsibilities particularly with regards to early help.
- The Trust has contributed to single and multi-agency audits that demonstrate staff who have made referrals understand and are applying the thresholds as expected.

## What were the major challenges?

- Ensuring the Trust remains compliant with the Safeguarding mandatory training requirements remains a key priority. Mandatory safeguarding training ensures that individuals have the right knowledge and skills to carry out their duties in the safest ways possible. Thus, ensuring our staff are trained in line with our regulatory requirements and are confident and competent in exercising their safeguarding duties has remained business critical.

- Targeted work has continued to increase training compliance for all elements of training, with additional resources allocated to face to face training level 3 safeguarding children training.
- Safeguarding Children level 3 compliance has increased, however remains below Trust, regulatory and contractual targets.
- The pace and progress of the integrated safeguarding work plan overall and action against our priorities has continued to be limited by the ongoing operational pressures and staffing challenges in the safeguarding team and across the organisation. However, in a context of significant pressures for the Integrated Safeguarding Team and the Trust, we continue to deliver significant output, maintain our business-as-usual activity, and ensure a continued focus and priority on safeguarding.
- Demand has continued to exceed the capacity of the commissioned health resource in the MASH. Volume of contacts for screening received by the MASH has ultimately affected the timeliness of a health response and the ability of the Nurse to provide a thorough analysis based on health information.

## What areas have been identified for improvement for 22/23?

- Continued focus on improving safeguarding level 3 and achieving contractual, regulatory and trust targets.
- Continue to actively engage and work collaboratively with partners in responding to the multi-agency improvement plan to improve outcomes for children, young people, and their families.
- Take a 'Back to Basics' approach to support our front-line workforce in delivering safeguarding and to refocus on their roles and responsibilities in working together to 'think family', promote early help and intervention and safeguard unborn babies, children, young people, and their families.
- Have a continued focus on Domestic Abuse and re-launch the domestic abuse champion model
- Capacity and Demand work to review the health resource in the MASH/EHASH to understand and ensure that there is sufficient capacity to meet children's needs promptly.

## Predicted Demand and Challenges for 23/24?

- The year ahead will be busy and exciting as the safeguarding system and processes continue to change and evolve to meet change in demand and vulnerabilities. Safeguarding is complex and challenging and there is an increasing complexity in working with children and their families combined with significant and ongoing operational pressures for the Integrated Safeguarding Team
- The Trust as a whole and the safeguarding system, will continue to be proactive in ensuring the safeguarding agenda is delivered and Trust staff are supported in providing safe and effective safeguarding.

## Key issues that have been the focus for 22/23

- Review of all internal safeguarding processes.
- Named/training locality Director responsible for safeguarding in locality and across organisation.
- Representation at partnerships.

## What has gone well?

- Our internal review has been completed and a new process for recording and reviewing safeguarding embedded.
- All senior managers have received training to an appropriate level.
- Named safeguarding leads in place and for the whole organisation

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

Organisation Response:

- We work closely with other services – EH and all local agencies to make sure the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector is aware and has access to the right agencies to support.
- We deliver the Tameside Social Prescribing service which ensures adults that come through the service get the support they need including escalation through commissioned services i.e. CGL, Living Well, Bridges etc when need is identified.

### Transitions

Organisation Response:

- The above points are applicable to this area of work also.

### Complex & Contextual Safeguarding

Organisation Response:

- We attend the Community Safety Partnership (CSP) and cascade learning as part of the delivery group with the VCFSE.
- We will take part in planned development workshops to increase our understanding and link the VCFSE sector into this as appropriate.

### Trauma Informed Professional practice

Organisation Response:

- Action Together is committed to ACES and trauma informed practice, for example promoting and sharing resources and training across the VCFSE including ACES - Introduction to Adverse Childhood Experiences Early Trauma Online Learning, Home Office Early Intervention Fund and CGL training. Action Together will support the development of this work in 2023/24 across the VCFSE sector.

## Early Help offer and Thresholds

### Organisation Response:

- Action Together has worked with Early Help to support the sector to understand the Early Help Offer and Thresholds, for example the Early Help Strategy Voluntary Sector Consultation enabled strategic managers to consult with the VCFSE.
- Sessions will take place in 2023/24 at a neighbourhood level to further support effective multi-agency working to respond to early identified need across partners.

## What were the major challenges?

- Language used in different professions and capacity of smaller organisations

## What areas have been identified for improvement for 23/24?

- The main area of improvement is to support the VCFSE with the Out-of-school settings work. The Department for Education (DfE) published a voluntary code of safeguarding practice for out-of-school settings. The non-statutory code of practice is intended to support providers of Out of School Services, including advice on what policies and procedures providers should have in place for health and safety, safeguarding and child protection, staff suitability, and governance.

## Predicted Demand and Challenges for 23/24?

- The VCFSE sector in Tameside constitutes 75% micro-organisations, our reach as an LIO is broad, but supporting practice within these groups is a capacity challenge.
- The groups themselves are often volunteer led and have extremely limited capacity. We approach this through low level training and development support 1:1 with organisations.
- We want to improve this offer and will continue to work closely with the LA to link the VCFSE to support on offer.

## Key issues that have been the focus for 22/23

- Developing a Safeguarding Training Strategy and improving compliance with safeguarding level 3 training.
- Reviewing safeguarding supervision arrangements in the Trust.
- Development of Managing Allegations Guidance
- Review of Trust model for representation at local Multi-Agency Risk Assessment Conference (MARAC)

## What has gone well?

- Safeguarding Training Strategy is completed, and compliance increased by 9% in Quarter 4 (2022/2023). The Trust is nearing compliance rates.
- The safeguarding supervision policy has been developed – work continues to embed this in the Trust.
- Managing Allegations Guidance has been released, alongside templates to support line managers and the safeguarding team to respond to staff allegations.
- The MARAC role has been developed in each borough of the Trust; recruitment is ongoing in Tameside.
- There have been new policies for patients who disengage/were not brought and for 16–17-year-olds in adult settings in light of the new Radcliffe Place, hospital avoidance service for young people with Learning Disabilities and Autism.
- There has been a 122% increase in internal safeguarding consultation.

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

#### Organisation Response:

- Pennine Care NHS Foundation Trust continues to prioritise Domestic Abuse, as this is the highest safeguarding consultation theme in the Trust.
- There have been Domestic Abuse champions developed in some services.
- Parental mental health and the importance of the Think Family approach to this has continued in our Safeguarding Level 3 training and in all training packages, briefings and other information throughout the Trust.
- The Domestic Abuse awareness training has been made available through our learning platform.

### Transitions

#### Organisation Response:

- PCFT has a clear policy around transition from children and young people services to adult services and this prioritises safeguarding and is linked with the Trust's safeguarding policy.



## Complex & Contextual Safeguarding

Organisation Response:

- The Safeguarding Team facilitate supervision for CAMHS in the borough – where there have been concerns about complex and contextual safeguarding
- There have been positive links with social workers from the Complex Safeguarding Team.
- There is a worker in CAMHS linked to the Youth Justice Team and a specific lead for Looked After Children in the borough.

## Trauma Informed Professional practice

Organisation Response:

- PCFT operates in a trauma informed way and have trauma informed approaches to the care and support that we offer to our patients, service users and their families and carers.

## Early Help offer and Thresholds

Organisation Response:

- Referrals through the single point of access based with the Early Help team mean that relationships are in place from the point of initial referral to ensure that Early Help and thresholds are considered with a multi-agency view from the beginning.

## What were the major challenges?

- PCFT compliance with level 3 training has been a challenge through 2022/23 but this has seen significant improvement.
- Staff acuity has been a major challenge, which is compounded by additional need both for mental health and learning disability services and for safeguarding support.

## What areas have been identified for improvement for 23/24?

- Training compliance
- Embedding the safeguarding supervision policy
- Responses to safeguarding review themes and the learning and actions from such processes.
- Enhancing work in relation to domestic abuse.

## Predicted Demand and Challenges for 23/24?

- The Safeguarding Team should be back at full capacity by July 2023, however many of our teams in Tameside are running below their staffing rates; workforce is one of the Trust's overarching strategic risks.

# MASH / EHASH

## Key issues that have been the focus for 22/23

- Multi Agency Audits
- Strategy Meetings
- Transition from MASH to EHASH

## What has gone well?

- Multi Agency Audits: these are going well and received a positive response from Education, Early Help, Health, Police and the DfE improvement board. These are undertaken on a regular basis to consider the data at the front door, which allows agencies to have a greater understanding of the data i.e., repeat contacts, repeat referrals, step up / down process, outcome of contacts and screenings.
- Strategy Meetings are a priority / focus at the front door and the MASH /EHASH have continued to arrange, minute and chair the meetings within the multi-agency co-located MASH / EHASH. This has had a positive response as evidenced within the front door.
- Staff consultations have been undertaken and this has provided staff to step up into other roles for development. MASH / EHASH has implemented processes and pathways and developed the Social Work screening forms with EHM support. The MASH staff have embraced this change and will continue to work towards becoming an EHASH with a clear communication plan for internal and external agencies. The development of the threshold document with partner agencies and the training and development of this across Tameside.

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

#### Organisation Response:

- The MASH/EHASH have regular 7-minute briefings on themes and topics such as the toxic trio which supports reflective thinking and allows professionals to use professional judgement in these cases. The MASH/EHASH have also undertaken briefing sessions around impact, lived experience of children and young people but also invisible males. This is embedded within Social Work screening and continues to be part of the audit/multi agency audit themes.
- The Team Manager of MASH/EHASH is part of the Domestic Violence strategy group, which is led by the Domestic Violence Strategic Lead for Tameside. This follows a comprehensive plan to improve responses to domestic abuse in Tameside. This looks at accommodation for victims, perpetrator needs assessments and many other agency responses to tackle domestic abuse. This forum also includes the development of the MARAC process and the High-risk management meeting and response held within the MASH/EHASH.
- MASH/EHASH are co-located with partner agencies to respond timely to these themes, topics, and risks. We are co-located with GMP MASH Police, Probation, Health, Education, Early Help, IDVA, Missing from Home Team. Triage daily of those Police referrals has had a positive impact for children, young people and families by reducing inappropriate referrals but being able to focus on those HIGH-risk victims and families.

## Transitions

Organisation Response:

- Data informs us that we are meeting timescales for response and that those children and young people that are deemed at risk of significant harm is responded to within 24 hours.
- This has also been evidenced within multi-agency audits and feedback at various forums.

## Complex & Contextual Safeguarding

Organisation Response:

- MASH/EHASH work closely with the Tameside Complex Safeguarding Team. Benefits of a MASH/EHASH is that there is a good understanding of the thresholds framework and identify complex safeguarding at the front door on those children and young people that are not open to services. It is a multi-agency, co-located EHASH and information is shared with partner agencies in line with the Working Together 2018 guidance.
- Training and development are always on the agenda and Social Worker's access both internal and external training around complex safeguarding. We also have reflective learning sessions and 7-minute briefings.

## Trauma Informed Professional practice

Organisation Response:

- This practice continues to be applied within the MASH/EHASH and again this is used within social work screening regarding trauma informed practice to produce better outcomes for children and young people.
- Training and development have impacted effectively, and this will continue to influence the development of Social Work knowledge and Practice.

## Early Help offer and Thresholds

Organisation Response:

- MASH/EHASH have been integral in the development and training of the new Tameside Threshold Document to internal and external agencies. MASH and EHASH and EDT have been part of the training and development and also encouraged Social Workers to be skilled and confident in delivery of the training.
- Multi-agency audits are routinely undertaken to look at thresholds and its application. We will continue to consider these and any learning from them but also identify any key themes or agencies where there are issues with applying the correct threshold.

## What were the major challenges?

- Triage with GMP the biggest referrer into CSC Thresholds

## What areas have been identified for improvement for 23/24?

- We are currently in the transition between MASH and EHASH

## Predicted Demand and Challenges for 23/24?

- To be reviewed during 23/24

# NHS Greater Manchester Integrated Care

## Key issues that have been the focus for 22/23

- Strengthening information sharing between statutory partners and Primary Care - General Practice
- Improving attendance of health partners at statutory meetings
- Ensuring continuity of multi-agency working through transition from Clinical Care Groups (CCG) to Integrated Care Board (ICB) including funding for safeguarding boards
- Business as usual through organisational change

## What has gone well?

### Continuous Improvement of Service Delivery

- We continue to engage with safeguarding partnership boards through the work of the learning improvement and accountability groups to disseminate and embed learning from reviews and share good practice. NHS GM Tameside Safeguarding Team leads the co-ordination and contribution of health providers in reviews working with clinical areas to identify any learning, generating actions to strengthen practice and improvements.
- Learning is incorporated into training, awareness raising and communications.
- We have delivered Primary Care Safeguarding Snippet Sessions alongside longer GP leads meetings and increased the number of sessions over the year, topics include implementation of the Tameside Neglect Strategy, care for children, children leaving care, Kooth support for young people.
- Sharing of information with GPs – work has been ongoing to ensure that there is provision of information by GPs to initial and review case conferences and arrangements in place so that GPs are able to attend meetings. Work is now ongoing to identify ways that GP information can be available for sharing at MARAC conferences.

### Ensuring Compliance and Quality of Safeguarding Arrangements

- Arrangements for safeguarding assurance for NHS commissioned services and providers includes annual self-assessment with compliance against the Greater Manchester Safeguarding Contractual Standards Tool, assurance visits and quality reports, Section 11 Audit, and attendance at provider safeguarding performance and operational committees
- Health practitioners have been co-located within the MASH team to ensure effective coordination and sharing of available health information. Work is ongoing to further develop capacity of this role.
- Full engagement from health partners with multi-agency audits and children services 'Practice Week' learning for Tameside.

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

#### Organisation Response:

- Training has been delivered to GP services to ensure that the impact on all family members when a person presents with mental health concerns are considered.

- Training has been delivered to GP services to ensure understanding of parental substance misuse and the impact this has on children is fully understood.
- There is health safeguarding representation and support to the Deaths from Substances Panel so that learning from such reviews considers impact on all family including children.
- NHS GM Tameside have supported the work of the domestic abuse strategic plan. We have contributed to the strategic and operational groups to ensure health partners support the work to improve DA services in Tameside. Have we contributed to the DA workforce training offer and workforce.
- We have worked with commissioned providers to ensure procedures are in place to recognise and respond to support victims of domestic abuse.
- We continue to contribute to the Domestic Homicide Review (DHR) process by ensuring that individual management reviews are completed either as a direct author or through panel representation.
- The IRIS Programme, a local programme to offer help and support to both victims and perpetrators of Domestic Abuse, has been commissioned and an implementation steering group established with the aim of supporting victims of domestic abuse in general practice. The offer of service is for both male and female victims. Further work is intended to review service provision to perpetrators of violence.
- The need to share GP information for the purpose of MARAC has been identified and plans are underway to gather information.
- Parental Mental Health/Perinatal and Parent-Infant Mental Health (PPIMH) within family hubs, the focus is on mild to moderate mental health and including Dads, co-parents and underserved communities. Planning is moving forward relating to recruitment and mobilisation. This involves expansion of Early Attachment Service (EAS) capacity for mild to moderate need – to lead the programme, connecting with perinatal teams and parenting to ensure key messages are consistent. There is a training offer for family hub professionals around parent infant relationships, increase supervision to wider family hub professionals and a refresh and delivery of the Early Start Group. This is of note because this offers all bolsters and increases the prevention/early intervention focus which should, in the longer term, have positive benefits in relation to safeguarding.

## Transitions

### Organisation Response:

- CAMHS Pathways services are now extended to children and young people up to the age of 18.
- NHS GM (Tameside) have developed an internal transition process for all cases that are known to Individualised Commissioning. NHS GM IC (Tameside) provided an interim multi-agency transition process that was put in to place until the Local Authority established a transition tracker and transition panel meetings in January 2023.
- NHS GM (Tameside) facilitate multi-agency transition case discussion meetings for specific cases, ensuring that assessments and preparation for adulthood plans are put in place in a timely manner.
- Transitions Steering Group now in place Tameside Metropolitan Borough Council (TMBC) led group which addresses the strategic priorities linked to transition.
- Monthly Transitions panel now in place where cases pending transition to adult services are discussed – health and social care representation

- Transitions Tracker now live – information sharing in place and tracker is accessible to health and social care partners improving communication and reducing risk. There is active input from CYP and Adult health and social care providers as well as commissioners.

## Complex & Contextual Safeguarding

### Organisation Response:

- GM NHS Tameside commission a full time complex safeguarding nurse within the complex safeguarding team. This role is co-located with the Complex Safeguarding Team. The aim of the role is to coordinate effective health care provision to meet health needs. The role has made improvements to the communication between health professionals and providers.
- A focus has been to develop pathways and fast track to services for vulnerable young people. There are improved links with sexual health, universal services and primary care.
- GM NHS has recruited a health practitioner to support the GM complex safeguarding peer review schedule. We have been working with the GM hub to develop a health data set to contribute to the insights and impact framework.
- Snippet session provided for general practice on Complex Safeguarding

## Trauma Informed Professional practice

### Organisation Response:

- We have coordinated the GM Positive & Adverse childhood experiences and trauma responsive training plan to ensure Tameside workforce have access to GM wide training to support this priority. NHS GM Tameside have supported the development of a Trauma informed practice steering group to ensure Tameside practitioners receive appropriate training and implement a trauma response to the care delivered.
- Free GM developed trauma training has been offered and circulated widely to families across Tameside.
- The Mental Health in Education (MHIE) coordinator has worked extensively promoting trauma informed training and Hidden harm. Using network and Head Teacher meetings, schools are encouraged to engage with training around ACES to help understand children's behaviour, how to implement support in school and to help reduce referrals to services.

## Early Help offer and Thresholds

### Organisation Response:

- NHS GM Tameside have contributed to the revision of the Tameside thresholds document
- NHS GM Tameside have contributed to the revision of the Tameside Neglect Strategy and tools and have facilitated training to practitioners from key health services to ensure that there is a coordinated approach to the effective delivery of the strategy.
- Early help offer – The Health visiting and school nursing teams, employed by the Integrated Care
- Trust have adopted a joint approach to ensuring that the early help offer to children and families is delivered.
- Health services have contributed to ensuring that there is support for families who are affected by poverty and heating crisis.
- The ICON programme, a pre-birth and post-natal parenting programme, continues to be implemented by primary care and early help services to support families with young children.

- The Children and Young People’s Individual Care and Treatment Panel has been refreshed, with an updated term of reference. This is a health decision making panel that involves partners from the Local Authority and other partnership professionals. Referral routes into the Panel are now well established locally and this has increased referral numbers.
- NHS GM IC (Tameside) have increased contributions towards joint packages of care. Work is ongoing to ensure effective monitoring of jointly funded placements, working closely with the LA Placement Team.
- Our Dynamic Support Register (DSR) aims to prevent unnecessary hospital admissions for people with a learning disability and autistic people. Following new guidance issued in January 23 for the DSR we are developing an action plan to ensure appropriate implementation of the new guidance. This plan will include information and awareness raising in relation to the DSR. Following the development of the Greater Manchester Autism standards for April 2023 a session is planned in May 2023 to develop the locality implementation plan and ensure appropriate governance of this for CYP with a Learning Disability and or Autism.
- A partnership project across TMBC and Health to look at re developing the former Boyds Walk site into a new build ‘Children with Disabilities Hub’ offering long term care for the young people currently accommodated in Boyd’s Walk ; transition accommodation for preparation for adulthood and short break therapeutic accommodation for use by children and their families, step down/step up support, crisis support to prevent admission to inpatient beds and a route to discharge from hospital (4 short term care units). The development will offer co-located wrap around services and a comprehensive outreach offer into family settings.

## What were the major challenges?

- To ensure that the multi-agency approach from health services to deliver effective safeguarding services for children and young people have been effectively transferred to the new organisation.
- Increasing numbers of Children attending hospital in mental health crisis in line with national reporting
- Multiple meetings taking place for the same child with different professionals attending and the meetings being called different names. A mapping exercise is planned, and ways forward will be looked at via the learning and improvement group
- Significant pressure in workforce across all agencies, impact of cost of living has affected individuals.
- Impact of industrial action.

## What areas have been identified for improvement for 23/24?

- Improved information sharing and participation by primary care services so that care and support offered to families can be improved
- Increased commitment from health services to the development of more effective data collection.
- Review Non mobile babies and children pathway
- Crisis care pathway development and awareness raising
- Improving escalation pathways

## Predicted Demand and Challenges for 23/24?

- The capacity of the current workforce in several health services to undertake increasing amount of safeguarding work which is of good quality to support children and families continues to be reviewed.
- The ability of universal services ability to meet need.
- The lack of Residential placements for Cared for Children who are presenting with trauma and not a diagnosed mental health issue continues to place young people in hospital cubicles for long period of times.
- Increased number of home educated children particularly since the Covid pandemic. Tameside has experienced this as well as other local authorities.





## Key issues that have been the focus for 22/23

- Strategy meetings
- Case conferences
- Improving the quality of Referrals/contacts
- Colocation of police officers at Tameside One

## What has gone well?

- Attendance at strategy meetings by most appropriate Police representative from dedicated child protection teams (Multi-Agency-Safeguarding-Hub/Child-Protection-Investigation-Unit/Complex Safeguarding Team) within permitted timescales has significantly improved. This is a priority and tracked weekly by Police to measure performance.
- In January 2023 a SMART action plan was formed by GMP with objectives to improve the quality of referrals into the front door including training of frontline staff and MASH officers, joint triaging and adopting the conversational model as a multiagency.
- Joint discussions of referrals are tracked by Police that have indicated a considerable improvement in the number of appropriate contacts being referred and a reduction in referrals being declined.
- Multiagency audits are now completed regularly allowing partners to have a greater understanding of repeat referrals, influxes, reductions, and outcomes
- Police officers moved to Tameside One in January 2023. This has received a positive response from the partnership; strengthening working relationships between partners evidenced in the improved quality of referrals from Police.

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

#### Organisation Response:

- Front line staff and MASH Police officers regularly receive training on themes and topics such as 'Voice of a child' and toxic trio supporting informed decision making to improve outcomes for our children and families of Tameside. This includes 7-minute briefings and features in our new bespoke 15-week training programme known as the 'Tameside Academy' for Police recruits at Tameside. This ensures all opportunities for learning, coaching and mentoring on effective safeguarding policing response across the district.
- The Public Protection Governance Unit are regularly providing online Continuous Professional Development (CPD) events for all officers to improve their knowledge of the powers and procedures available to them including Police Protection Powers, Claire's, and Sarah's Laws.
- A 'Domestic Abuse Matters' 1 day training course has been provided to all officers and staff within GMP with mandatory attendance to improve our response to Domestic Abuse (DA) aligned with our force priorities.
- Locally Tameside district SLT have devised an improvement plan for DA that correlates with our business plan for 2023/2024.

- The 3 key priorities focus on:
  - » Building performance momentum
  - » Instilling pride and effectiveness in our work
  - » Overcoming inexperience with a learning environment
- The objectives include improving officers' understanding that rapid response and primary investigation increases the chances of positive outcomes through evidence led collection and victim confidence with prioritised arrests. Additionally embedding a process to identify DA serial perpetrators and repeat victims as a partnership to provide effective interventions and support to prevent further DA instances.
- The core role of the officers within the MASH is to triage any child or vulnerable adult concern recorded as a Care Plan (CAP) or high/medium risk domestic recorded as a Domestic Abuse Care Plan (DAB) generated from incidents, external referrals, intelligence reported to Police. The MASH officers will review the full circumstances of the CAP/DAB authored by the frontline attending officers (usually from the 24/7/365 Response Team) and review the overall history for the persons involved including previous CAPs/DABs recorded. This will include Toxic trio and RARA (Remove/Avoid/Reduce/Accept the risk) This assists the MASH officer with making a risk assessment and creating an investigation plan; checking that appropriate safeguarding has been implemented for the child, vulnerable person or family; and appropriate markers have been placed on the persons and associated addresses involved on GMP's record management system PoliceWorks. The MASH officer will assess whether referrals to other agencies are required and will share via email as per the local information sharing protocol in place.
- For high-risk cases of domestic abuse, daily risk management meetings are held by the partnership to address immediate safeguarding actions and the case will be discussed again at the next Multi-Agency Risk Assessment Conference (MARAC) meeting. MARAC meetings are held every fortnight to assess risk, actions taken, and longer-term work required. GMP are currently working with the TMBC to improve the effectiveness of the MARAC process and train all partners to share responsibility as chair. This will develop agencies understanding and the need to work in partnership to effectively problem solve.
- The colocation of Police Officers within the MASH at Tameside One has had a positive impact for our children and families, by improving the quality of our referrals into the front door resulting from joint triaging and understanding thresholds of children services.

## Transitions

### Organisation Response:

- The MASH officer make risk assessments and use GMP's triage expectations/children services threshold document to ensure appropriate safeguarding has been addressed and any necessary referrals made to partners.
- GMP track triage data daily to ensure we are prioritising and implementing safeguarding at the earliest opportunity. This is continually reviewed within our multiagency audits and various partnership forums.
- GMP staff within the Complex Safeguarding Team (CST) undertake daily checks of all Police incidents/intelligence/crimes recorded within the last 24-hour period endorsed with CSE/ exploitation codes and will share this information with CST partners in the daily meeting so a multiagency assessment can be made for any appropriate actions including whether the child requires opening to the team if not already and the threshold is met.
- GMP are working with TMBC to improve our adolescence offer and will be developing an adolescence hub.

## Complex & Contextual Safeguarding

### Organisation Response:

- The Complex Safeguarding Team are multi-agency and collocated at Ashton Police station. Police officers within the MASH have a good understanding of the threshold for CST and identify complex safeguarding at the front door on children and young people that are not open to services; ensuring appropriate information and referrals are shared with CST at the earliest opportunity.
- The CST hold 'weeks of actions' twice a year to raise awareness of exploitation of children throughout the partnership and the community to improve our approach and outcomes. In March 23 events included training from 'Out of the shadows' to all child protection officers and partners; communications and key messages were shared across the partners platforms and stalls held at key locations.
- The CST police offices dedicated to child criminal exploitation have been successful in obtaining GMP's first convictions for modern day slavery offences. The team have shared their procedures with other teams throughout the force and externally to improve our response to exploitation nationally.

## Trauma Informed Professional practice

### Organisation Response:

- As indicated training of front-line staff, MASH and child protection officers is a priority for GMP and is being embedded through bespoke training programmes, briefings, CPD and partnership events to enhance knowledge and learning to apply to their practice.

## Early Help offer and Thresholds

### Organisation Response:

- A new threshold document has recently been shared with all partners to increase awareness. Multi-agency audits of referrals are routinely undertaken to check understanding and knowledge of thresholds. Any learning identified is incorporated into training with officers within the MASH and front-line staff to enhance their capability.

## What were the major challenges?

- The quality of Police referrals into CSC, GMP are the greatest contributor.

## What areas have been identified for improvement for 23/24?

- Improve Police attendance at review case conferences.
- Adopt the conversational model at the front door for all referrals resulting in better informed decisions being made and most appropriate agency to take the lead.
- Improve the Complex Safeguarding offer for children reaching adolescence and leaving care.
- Improve our response to Domestic Abuse.

## Predicted Demand and Challenges for 23/24?

- The Child Protection Investigation Unit (CPIU) is under stress and has been included in Tameside district's strategic risk register.

# Community Safety

## Key issues that have been the focus for 22/23

- Ensuring that the Community Safety Partnership Strategy is adopted through formal governance process.
- Ensuring that programmed works align to the key priorities contained within the strategy;
- **Priority 1** - Building stronger communities
- **Priority 2** - Preventing and reducing violent crime, knife crime & domestic abuse
- **Priority 3** - Preventing and reducing crime & anti-social behaviour
- **Priority 4** - Preventing and reducing the harm caused by drugs & alcohol
- **Priority 5** - Protecting vulnerable people and those at risk of exploitation

## What has gone well?

- Implementation of the Community Safety Partnership Strategy 2022-25.
- The Community Safety Partnership Grant received from the GM Deputy Mayor has received positive feedback in terms of the Community Safety Partnership allocation to projects supporting both the priorities of the local CSP Strategy and the GM Police and Crime Plan.
- Comprehensive action plan for Serious Violence funding devised and delivered, receiving positive feedback from GM Serious Violence Reduction Unit.
- Work with voluntary community sector through small grants fund focussing on grass roots project delivery has been a success in the borough, again supporting local and GM priorities.

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

Organisation Response:

Preventing and reducing domestic abuse is a key priority.

Domestic Abuse and Parenting project commissioned to work with both survivors and perpetrators. The outcomes of this project are;

- Increased awareness of the impact of domestic abuse / environmental influences on children's wellbeing and long-term outcomes.
- Improved recognition of safe parenting and how parenting can be affected within the context of an abusive relationship.
- Strengthened knowledge of parenting strategies to support children after domestic abuse.

### Transitions

Organisation Response:

- The Community Safety Partnership commissioned 'Theatre Tracks'; an innovative dance and drama project focusing on community safety themes, which supports Cared for Children in Tameside. The project was used as a case study for best practice by the Local Government Association [Tameside Metropolitan Borough Council: Theatre Tracks - a project for cared for children in Tameside | Local Government Association](#)

## Complex & Contextual Safeguarding

Organisation Response:

Protecting vulnerable people and those at risk of exploitation is a key priority.

- As part of project delivery working collaboratively with schools and the Complex Safeguarding Team, a three phase (Listening, Preventing, and Responding) community led programme was delivered focusing on Child Criminal Exploitation: Listening to young people with lived experience.

Aims of the project:

- Increase awareness of child criminal exploitation (including county lines and grooming).
- Increase skills and assertiveness to recognise and disarm or avoid exploitation.
- Increase awareness of how to access support and help for self and others
- Reduce risk of exploitation and high-risk behaviours and relationships
- Increase understanding for Tameside schools and local authority; in young people's personal experiences & journeys of CCE.

## Trauma Informed Professional practice

Organisation Response:

- Community Safety operate in trauma informed way and ensure there is a trauma informed approach to service delivery when working with young people.

## What were the major challenges?

- Delivery, monitoring and reporting of CSP grants.

## What areas have been identified for improvement for 23/24?

- Data collaboration amongst CSP partners.
- Early Help referrals by ASB Team where required, noting the pathway forward with newly formed EHASH

## Predicted Demand and Challenges for 23/24?

- Serious Violence Duty implementation/Strategic Needs Assessment.
- Water Safety Strategy.
- Anti-social Behaviour Policy adoption through governance process.

## Channel Panel

### Key issues that have been the focus for 22/23

- Maintaining a consistent and pro-active Channel Panel with engagement from all partners
- Review of the GM Dovetail Pilot and the implications for GM authorities
- Ensuring mandatory training is undertaken to understand and implement the Prevent agenda within Tameside.

### What has gone well?

- Consistent attendance and partner engagement within the Channel Panel
- The adoption and compliance of Prevent Training within the local authority
- Roll out of Prevent Briefings to safeguarding leads within Education
- Prevent Briefings and updates provided to the Independent Advisory Group

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

Organisation Response:

- Risk of vulnerability has been a key marker and assessment as part of the Prevent duty and the acceptance of Channel cases.
- Of the cases adopted by the Channel Panel in 22-23 the 50% of cases have had a mental health vulnerability identified. Multi-agency partners are engaged as part of the Channel Panel to support individuals with their mental health and work with families to address the risk factors that lead to these vulnerabilities.

### Transitions

Organisation Response:

- Both adults and child cases are heard and supported by the Channel Panel and there is a key review policy to ensure all cases move safely through transition and aligned with the Council's safeguarding policy.

### Complex & Contextual Safeguarding

Organisation Response:

- As part of Channel Panel there are multi-agency partners who provide supervision for CAMHS, the hospital, primary care, education and children's safeguarding.
- The vulnerability needs of the individuals are considered and are referred back to children's safeguarding if they sit outside the Prevent Duty, which is a specific risk of exploitation.

## Trauma Informed Professional practice

Organisation Response:

- Trauma Informed practice is considered as part of the Channel Panel considerations whilst remaining consistent to the Prevent Duty guidelines.

## Early Help offer and Thresholds

Organisation Response:

- The Channel Panel and Channel members will ensure that they assess cases under the new Prevent framework, but also consider that the early help thresholds are abided by and consistently applied.

## What were the major challenges?

- Within community safety, capacity is an issue to respond to the demand of early help incidents.
- With the phasing out of the GM Dovetail pilot, Tameside will lose its Channel Co-ordinator.

## What areas have been identified for improvement for 23/24?

- Attendance at Prevent Strategy meetings.

## Predicted Demand and Challenges for 23/24?

- The transition from the GM Dovetail Pilot with additional Channel Panel Co-ordinators with a return for Channel cases to be managed by the Police Counter Terrorism unit with co-ordination with the local authority through the Channel Panel
- The Shawcross independent review of Prevent was published on 8 February 2023 setting out 34 recommendations. The first recommendation and objective being to refocus Prevent and Channel in tackling causes of terrorism. The second recommendation is to move away for 'vulnerability' language within a Channel assessment towards susceptibility.
- The assessment framework will change to a Prevent Assessment framework.



## Key issues that have been the focus for 22/23

- Increase in the number of safeguarding referrals
- Increase relating to self-neglect and domestic abuse
- Cost of living impacting on safeguarding
- Ongoing recovery from the pandemic
- Increase in complexity of cases

## What has gone well?

- Developed a safeguarding working group
- Champions across organisation
- Internal safeguarding audit – significant assurance
- Attendance on Adult Safeguarding board

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

Organisation Response:

- These are long standing risk factors and are addressed by 'living well' co-located in organisation buildings.
- Now funded is a well-being team to work with people with low level mental health.
- The organisation runs the 'bridges service' which has enhanced provision for adults, and children.
- Drop-in sessions at the refuge for drug and alcohol support.

### Transitions

Organisation Response:

- Continued to support care leavers into accommodation and wrap around support – ensuring a seamless transition from adolescence to adult.

### Complex & Contextual Safeguarding

Organisation Response:

- We attend both adults and children's safeguarding boards
- Attend strategic and operational domestic abuse meetings
- Attend the community safety partnerships
- Co located in the MASH
- Attend MARAC



- Feed into the TCG and organised crime group
- Attend all relevant meetings and working groups within the partnership

## Trauma Informed Professional practice

Organisation Response:

- All relevant frontline staff have had Trauma informed training and ACEs training

## Early Help offer and Thresholds

Organisation Response:

- Women's centre focuses on early interventions
- Clear pathways in place for appropriate referrals
- In house dedicated Anti-Social Behaviour and safeguarding teams

## What were the major challenges?

- Number of cases
- Complexity of Cases
- Mental health significant issues
- Self-neglect has increased

## What areas have been identified for improvement for 23/24?

- DAHA accreditation – currently going through this process
- Continuation of Working Group – more representation
- Coordinated approach to cuckooing with partners in the Borough
- Increased Training to all staff

## Predicted Demand and Challenges for 23/24?

- Increased demand in 23/24 based on current figures
- Cost of living = challenging
- Mental Health issues
- Staff resilience - Challenge

# TSCP Training

## Key issues that have been the focus for 22/23

- Refreshing the existing training offer
- Increasing the training pool
- Developing new training based on learning from Local Children's Safeguarding Practice Reviews (LCSPRs)
- Supported partnership training around emerging needs (such as the new hub and bespoke model for teenagers) and key issues (such as Stalking and Harassment for the Police)

## What has gone well?

- The training pool has increased from 9 to 30 partnership members.
- All training has been reviewed, revised, and relevant, containing information about the new thresholds and EHASH.
- The range of experience of the training pool has given the training a wide range of examples from across the partnership rather than being solely Children's Social Care focused.

## Response To Strategic Priorities

### Trio of Risk & Vulnerability

Organisation Response:

- We have rolled out a new commissioned Domestic Abuse course from Rockpool with a separate multi agency training pool. Police have also identified that Stalking and Harassment are the biggest cause of referrals to their service so ran a specific course on this.
- Substance Misuse has been covered by our colleges at My Recovery Tameside. They have completed courses;
  - » Introduction to My Recovery Tameside.
  - » Drug and Alcohol Awareness
  - » Introduction to Harm Reduction
- As part of the 'refresh' a course has been developed in conjunction with CAMHS, Parental Mental Health and the impact on Children.
- We have also hosted two awareness sessions from Kooth/Qwell about their early intervention offer for Children and Adults.

### Transitions

Organisation Response:

- As part of the refresh of all courses a hub and bespoke model for adolescents has been agreed. The hub is an introduction to working with teenagers. One of the bespoke courses is around transitions for both children who are looked after and children open to Children's Services or receiving Early Help. This will be rolled out during 2023/2024.

## Complex & Contextual Safeguarding

Organisation Response:

- As part of the Adolescent Hub and Spoke model Child Exploitation, both criminal, and sexual are a specific hub course to be delivered by the complex safeguarding team at the end of 2023.

## Trauma Informed Professional practice

Organisation Response:

- TSCP will embrace this work to inform and contribute to the development of this area of work, to provide a workforce that is trauma informed and able to apply an ACEs lens to ensure their practice is informed by trauma.

## Early Help offer and Thresholds

Organisation Response:

- TSCP has supported the Early Help Access Point and MASH to deliver new information about the Threshold Document to professionals across the partnership. These have been both virtual and face to face taking place at various times of the day and evening.
- SCP has also updated all training that focuses on Thresholds to incorporate the new Thresholds, ways of working and the EHASH.

## What were the major challenges?

- Attendance at training courses.
- Prevent Courses have had to be cancelled on two separate occasions due to low numbers.
- Several courses in January and February around Foundation and Refreshers in Child Protection were cancelled.
- 1 session of 5 Training Work streams was quorate from September 2022- March 2023.

## What areas have been identified for improvement for 23/24?

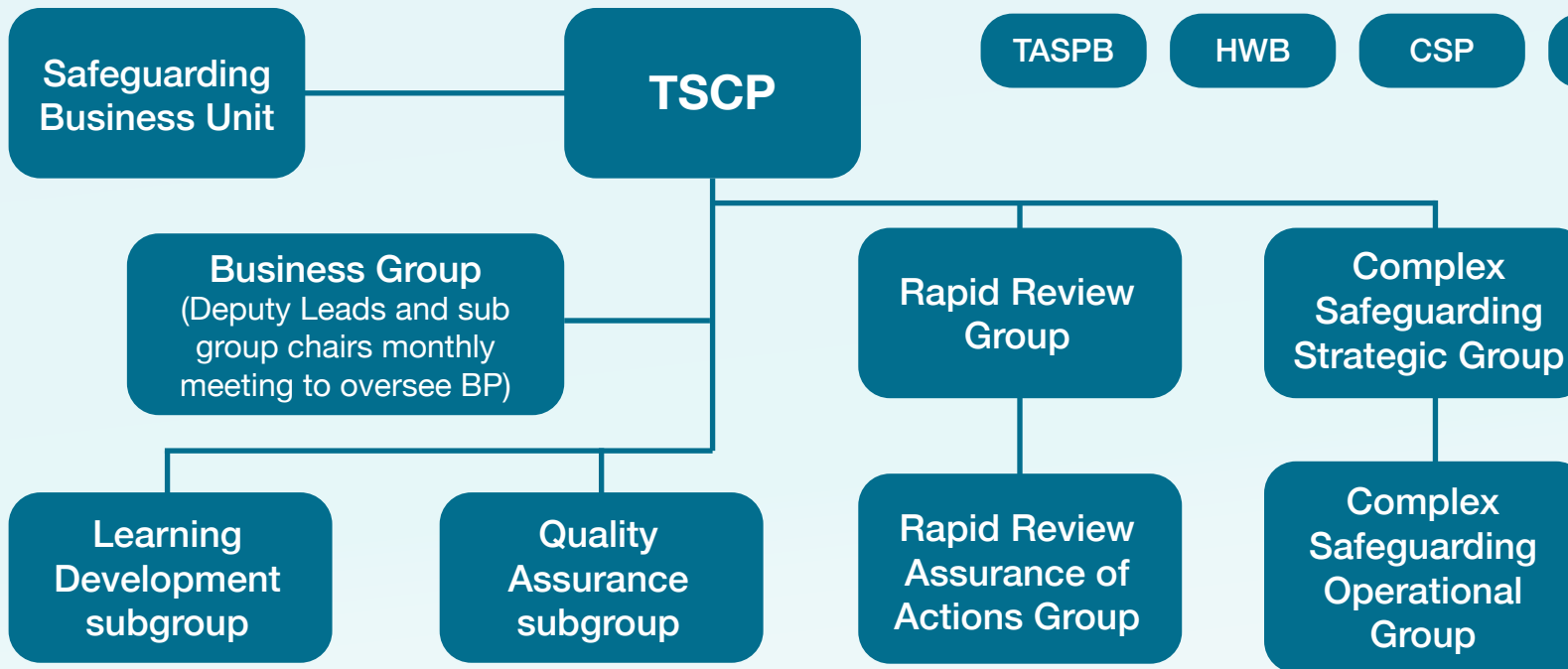
- To commence the hub training as part of the hub and spoke model for Adolescents. The spokes consist of
  - » Voice of the Child (Delivered by the Youth Council)
  - » Child Exploitation Online Protection (CEOP)
  - » CSE/CCE
  - » Transitions to adult services
  - » Substance Misuse in Young people.
- To commence the new courses around Managing Risk when working with Children and Families, Parental Mental Health and its impact on Children and to embed the developing positive relationships with families course.

## Predicted Demand and Challenges for 23/24?

- The demand for courses will continue with a need to publish a training calendar in advance of July 2023.
- To be needs to be aligned with single agency delivered training to the partnership, such as the Tameside Neglect Action Plan, so that courses do not clash. and are planned well in advance.

# Partnership Structure

Strategic Safeguarding Boards and Partnerships – Expectations that partners will take responsibility for reporting activity to the Partnership



KEY	
<b>TSCP</b>	Tameside Safeguarding Children Partnership
<b>TASP</b>	Tameside Safeguarding Adult Partnership Board
<b>HWB</b>	Health & Wellbeing Board
<b>CSP</b>	Community Safety Partnership
<b>DAB</b>	Domestic Abuse Board
<b>CPB</b>	Corporate Parenting Board
<b>YB</b>	Youth Board
<b>BP</b>	Business Plan

## Work streams

The concept of the work streams is to involve the wider workforce in the development of the TSC Partnership via various forums and may not necessarily be meetings. Quarterly updates will be presented to the Workforce subgroup

Communication	Policy and Procedures	Training	Neglect	Early Help
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These are areas of work that have an identified 'TSC Partnership Champion' who is a representative at the workforce development subgroup and are supported by TSC Partnership Safeguarding Business Unit to complete the actions in response to the Business Plan

The TSCP Executive Board meet quarterly and during 22/23 a Business Group met monthly to support TSCP to implement the Strategic Plan and Annual Business Plan and oversee the progress against and outputs of the relevant action plans. To aid and inform this work TSCP subgroups met periodically.

The Partnership are financed by contributions from Partners in Tameside:-

<b>Contributions/Income 2022/23</b>	<b>Income Position £</b>
LA	105,610
ICB	66,870
GMP	13,200
Jigsaw	1,382
NPS	3,569
Schools	64,820
Academies	49,060
<b>Total Contributions</b>	<b>304,511</b>

# TSCP Subgroups

## Learning & Development

Developed and embedded a multi-agency training programme supported by TSCP Training Strategy Framework aligned to TSCP Priorities. Strengthened multi-agency training pool. Communication Strategy & Group in place & established Safeguarding Practitioner Forum across Tameside. Local policy & procedures reviewed & revised in line with National legislative & policy changes. TSCP website revised.

## Quality Assurance & Performance Management

Supports the implementation of TSCP Strategic & Annual Business Plan & Priorities. Conducts quarterly audit programme, questionnaires & assurance exercises. Monitors Key Performance Indicators to ensure promoting the welfare & safeguarding of children & young people. Identifies areas for partnership improvement. Disseminates learning across the partnership, arising from child practice learning reviews, audit findings & scrutiny of performance data.

## Rapid Review

Has been established to receive and consider whether notifiable incidents meet the criteria for a local or national child safeguarding practice review.

## Complex Safeguarding

Receives thematic strategies/plans, developments (statutory/practice) and provide a challenge and support role within the context of the respective operational delivery in the following work streams and provide reassurance to the Executive Partnership. It will include:

Child Sexual Exploitation (CSE)/Child Criminal Exploitation (CCE)/Contextual Safeguarding and extra-familial harm/Adult Safeguarding/Shared Priorities/Modern Slavery/Organised Crime

# Child Safeguarding Practice Reviews

The partnership continues to cascade a monthly newsletter to improve communication and share key local and national safeguarding learning and best practice to upskill colleagues and support their professional development. The newsletter reaches a wide audience from all sectors across the partnership and the feedback continues to be positive. 7-minute briefings are communicated along with links to full reports of practice reviews. Practitioner learning events are provided to support engagement with front line practitioners.

There have been 4 reviews undertaken in 2022/2023, these have mainly identified the need for ongoing focus on complex safeguarding and identifying the needs of adolescents in Tameside.

# TSCP programme of learning 2022/23

**To support the Learning and Development subgroup in responding to the Annual Priorities to progress the TSCP Strategic Plan and Annual Business Plan.**

**To promote a culture of continuous multi-agency learning and development through the development and communication of training, guidance, resources and tools; based on the learning from child safeguarding practice reviews, performance management, national guidance and legislation.**

**To develop, co-ordinate, and evaluate the multi-agency training programme within the context of statutory guidance and legislation. The training work stream has overseen a revision of multiagency training that has been offered to the partnership, this includes the devising and delivery of a new training strategy.**

**The Training Pool has trebled in size with practitioners from across the safeguarding Partnership. This enables a wide range of experience and knowledge to be imparted to the participants. The vast majority of courses are now run face to face by the training pool.**

**Voice of the child is key within all training courses with the Voice of the Child having key activities in Safeguarding Foundation and Refresher as well as the Professional Challenge courses.**



# Scrutiny

During 22/23 a review of our Safeguarding Partnership was undertaken and a proposal implemented to work with our Partner in Practice to bring in some external rigour and challenge for the way we conduct business, deliver, record and track actions across the Partnership and feed in learning from the experience of children, families and the front line. This work included a review of the position and line management of the Safeguarding Business Unit Manager to bring the function in line with the Quality Assurance and training function of the Safeguarding Partnership to join up the expertise and resilience of the role and function in line with learning from any Rapid Reviews, Multi-Agency audit findings and inspections.

The desired outcome of the review was that as safeguarding partners and as a partnership we are satisfied that the arrangements in place provide regular assurance that partners are contributing appropriately to safeguard and promote the welfare of children and that we have oversight of where there are challenges/poor performance in the system so.

## Scope of Peer Review

1. Is the current membership aligned to the needs of the business?
2. Are the terms of reference clear re purpose and accountability and in line with Working Together 2018?
3. Does the partnership have a clear methodology in place to establish the strategic direction and provide leadership to ensure the effective coordination of multi-agency work on early help and safeguarding within Tameside?
4. Is there clear governance in place to monitor and report on local safeguarding and child protection arrangements, holding agencies to account for the effectiveness of their arrangements and practice and the outcome for children and young people?
5. Does the Partnership through its structures routinely identify, respond and escalate ineffective safeguarding practices?
6. Does the Partnership have mechanisms in place to ensure that operational multi-agency safeguarding arrangements are effective and robust and keep children safe?
7. Are there clear arrangements and mechanisms in place to determine, progress and monitor the work of the Board and its sub- groups?
8. Is the business plan effective and reflective with clear objectives to address local need and monitored to ensure steps are being taken to implement the objectives and progress/impact is being made?
9. Does the Partnership robustly explore the need for development and of review multi-agency policies, procedures, protocols and publicity, and agree same?
10. Is there an agreed data set that informs the Partnership of safeguarding performance and activity in a way provides assurance of effective local safeguarding arrangements?
11. Is the executive partnership business routinely informed by the voice of children and young people and how does this inform strategic planning and partnership working.

Key Learning from this review demonstrated:-

- The monitoring and reporting model to provide assurance to TSCP is fit for purpose
- The Governance Arrangements require strengthening to aid the progress of the business and this informed a further service redesign

This work will inform the revised **Tameside-Safeguarding Arrangements**

# TSCP Priorities 2023/2024

The Peer Review from our Partners in practice has been influential in the approach to business for 23/24. In response to this TSCP will continue to deliver their strategic priorities 2021-2024 in the knowledge that the strengthened governance arrangements will enhance the Partnership to ensure they act as a strategic leadership group in supporting and engaging others agreeing on ways to coordinate safeguarding services and implement local and national learning.

## **Priorities will also include;**

- Training Strategy – continued implementation
- Development of Learning Hub
- Adolescent Framework Group to agree courses to support the Hub and Spoke Model. The Working with Teenagers course to provide the hub with targeted course providing the spokes to ensure the upskilling of the multi-agency workforce
- Case Review embedding and impact on professional practice
- Commencing 'Developing Relationships with Families for Managers and Practitioners courses
- Non-mobile injuries in babies
- Out-of-school provision