



# ***Safeguarding the Children of Trafford***

**ANNUAL REPORT 2012/13  
&  
BUSINESS PLAN 2013/14**



**Trafford College**



GREATER MANCHESTER  
FIRE AND RESCUE SERVICE



**Clinical Commissioning Group**

Bridgewater Community Healthcare  
Trust

CAFCASS

Central Manchester Foundation Trust

Children & Young Peoples Services

Clinical Commissioning Group

Connexions

Greater Manchester Fire Service

Greater Manchester Police

Greater Manchester West NHS

Manchester Probation Service

NHS Trafford

NSPCC

Primary Schools Representative

Secondary Schools Representative

Trafford Borough Council

Trafford College

Trafford Community Leisure Trust

Trafford Housing Trust

Trafford Youth Offending Service

University Hospital South Manchester

NHS

Voluntary and Community Action

Trafford (VCAT)

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# **Section A: Introduction and Overview**

## INTRODUCTION

The revised *Working Together to Safeguard Children* was published in March 2013. This guidance increases very significantly the role of Local Safeguarding Children Boards. A major element of Trafford Safeguarding Children Board (TSCB) work in 2013-14 will be to ensure that all the requirements for LSCBs set out in *Working Together* are met.

It is a statutory requirement under section 14A of the Children Act 2004 that LSCBs produce an annual report. *Working Together* reinforces this requirement and states that 'the report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them...' The structure of the majority of sections of this report into achievements, challenges and priorities for 2013-14 hopefully meets these requirements. The priorities are then incorporated either into the TSCB Business Plan or the Work Programme of committees and working groups.

The statutory objectives of LSCBs are set out in Section 14 of the Children Act 2004 and are:

To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority;

To ensure the effectiveness of what is done by each person or body for that purpose

These objectives are reflected in the structure of the report which is in three parts:

Introduction and Overview

Co-ordinating Work to Safeguard and Promote the Welfare of Children

Ensuring the effectiveness of Safeguarding Children

Bob Postlethwaite  
Independent Chair  
Trafford Safeguarding Children Board

## **TRAFFORD SAFEGUARDING CHILDREN BOARD: BOARD MEMBERSHIP (March 2013)**

### **1. Independent Chair: Bob Postlethwaite**

**Vice Chair: Richard Backhouse**

### **2. Core/Funding Partners:**

- Trafford MBC, Corporate Director CYPS: Deborah Brownlee
- Trafford MBC, Children Young People and Families: Charlotte Ramsden, Joint Director (Families)
- Trafford MBC, Commissioning Performance & Strategy (Trafford): John Pearce, Director
- Trafford MBC: Linda Blackburn, Lead Member for Children
- Trafford MBC, Youth Offending Service: Ken McDonald, Head of YOS
- Trafford MBC, Adult Social Services: *position vacant*
- Trafford Pathfinder Clinical Commissioning Group: Dr M Jarvis
- Greater Manchester Police: James Liggett, Superintendent
- Trafford Housing Trust: Jane McCall, Director of Delivery
- Greater Manchester West Mental Health, NHS Foundation Trust: Richard Backhouse, Deputy Director Integrated Governance
- University Hospital South Manchester (UHSM) NHS Trust: Helen Thompson, Head of Midwifery
- Central Manchester NHS Foundation Trust: Dr Simon Musgrave, Clinical Head of Division (Trafford Division)
- Greater Manchester Probation Service: Tim Kyle, District Manager
- Lay Members: Chantal Bramwell, Karina Carter
- CAF/CASS: Julie Raymond-Walters

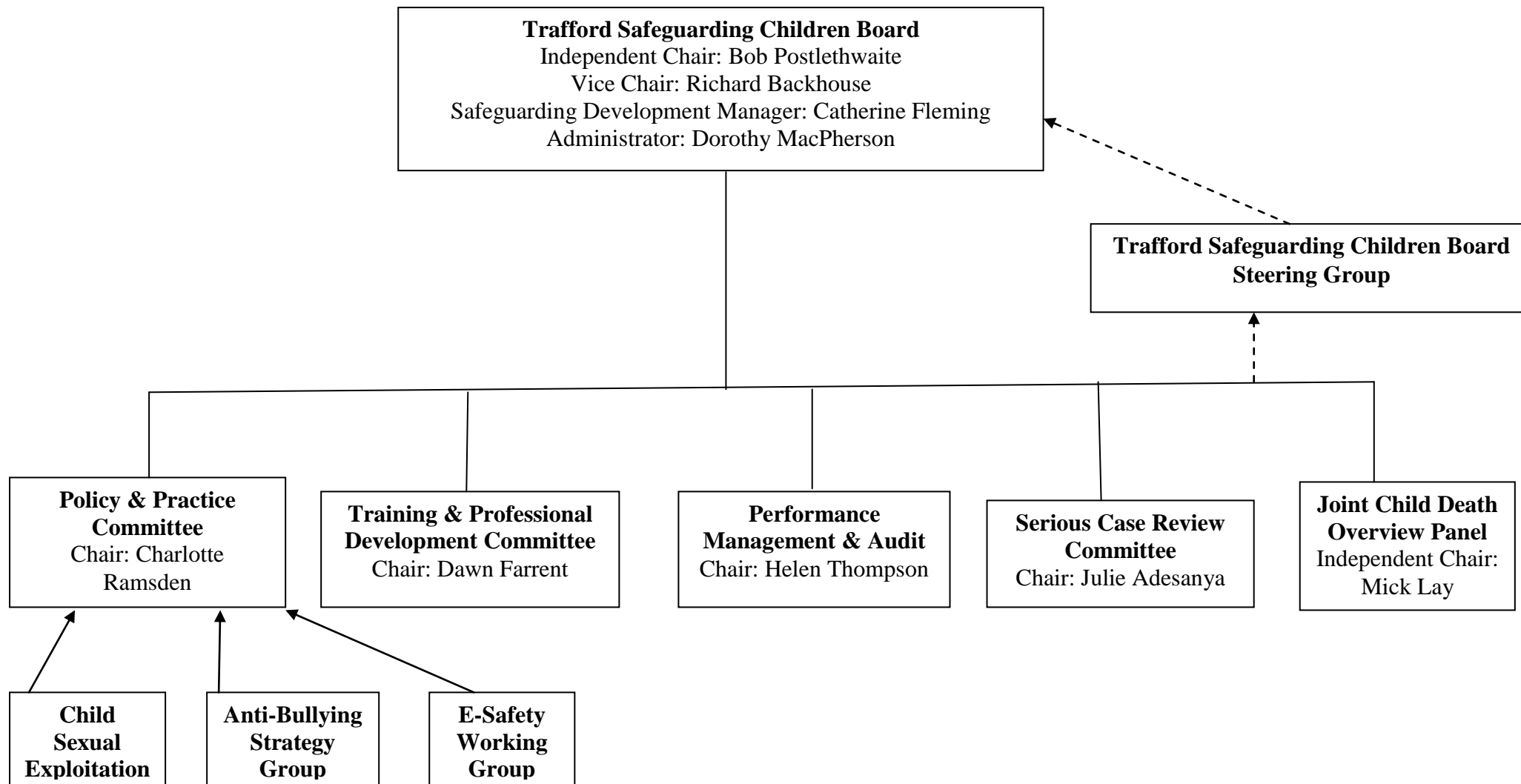
### **3. Other Partners:**

- Greater Manchester Fire Service: Andy Pownall
- Voluntary and Community Action Trafford (VCAT): Heather Smith
- Trafford College: Margaret James, Senior Tutor
- Secondary Schools: Dawn Farrent, Head Teacher Lostock College
- Primary Schools Representative: Jan Dyson, Head Teacher Broadheath Primary School
- Special Schools: *position vacant*
- Public Health: Dr Lisa Davies
- Safer Trafford Partnership: Debbie Nash, Senior Commissioner

### **4. Professional Representatives:** *These representatives provide insights from and communication with their professional bodies*

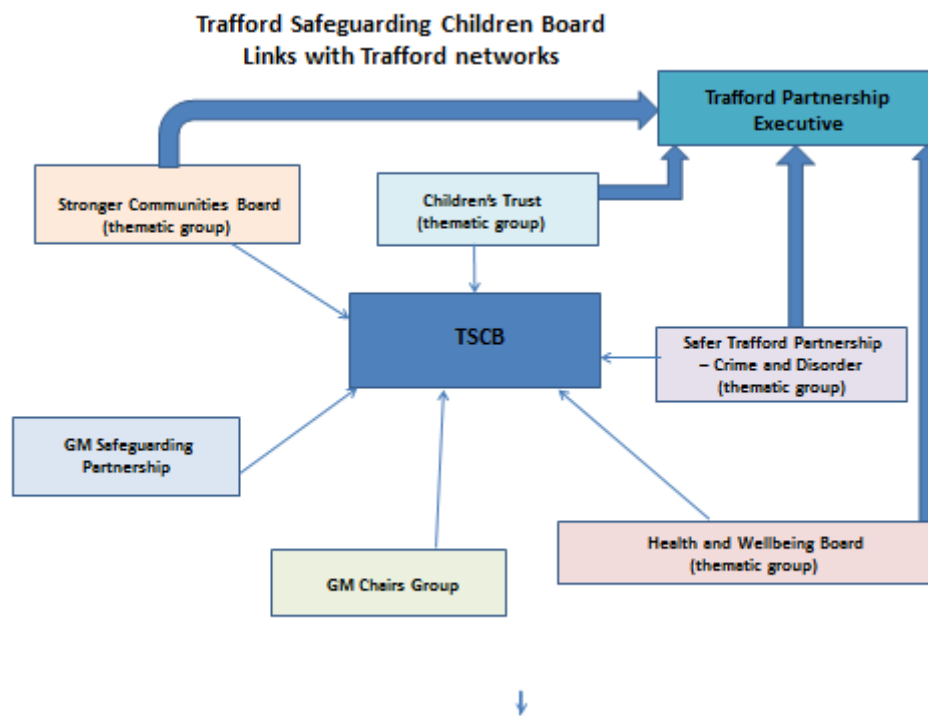
- Designated Doctor Safeguarding: Dr Diana Jellinek
- Designated Nurse: Julie Adesanya
- TSCB Safeguarding Manager: Linda Crabtree
- Legal Services: Margaret Ferry, Solicitor TMBC
- Safeguarding Children's Service: Catherine Fleming, Team Manager

## TSCB ORGANISATIONAL CHART



## Relationship with Other Boards

TSCB is part of a network of boards and other fora that have a shared interest in the health, safety and well-being of children and young people in Trafford. TSCB engages with the network through direct representation on the other boards. Also the other boards provide reports to and receive reports from TSCB. The joint working arrangements between TSCB and the other boards are outlined in figure 1.



### Children's Trust

TSCB is represented on Trafford Children's Trust by the Chair who provides formal feedback on TSCB contributions to the trust's objectives. The TSCB annual report is also submitted to the trust. The trust engages with TSCB through consultation on the Children and Young People's Plan. The trust provides TSCB with an annual review of progress on the Children and Young People's Plan objectives.

### Safer Trafford Partnership – Crime and Disorder

TSCB is represented on Safer Trafford Partnership- Crime and Disorder network by the Greater Manchester Police Divisional Superintendent who provides the partnership with informal feedback on TSCB matters. In addition the CYPS Joint Director (Families) chairs the Serious Violent Crimes Group which is a sub-committee of the partnership. The TSCB annual report is also submitted to the partnership. The Serious Violent Crimes Group reports to the partnership which in turn provides TSCB with an edited version of the partnership annual report.



### **Health and Wellbeing Board**

TSCB is represented on the Trafford Health and Wellbeing Board by Director of Children's Services. The TSCB annual report is submitted to the Health and Wellbeing Board. The Health and Wellbeing Board submits its joint strategic needs assessment to TSCB.

### **Stronger Communities Board**

The Stronger Communities Board provides TSCB with an annual report giving assurance on safeguarding aspects of community support delivery.

### **Trafford Partnership Executive**

TSCB is represented on the Trafford Partnership Executive by the CYPS Corporate Director who provides the partnership executive with feedback on TSCB matters. The TSCB annual report is also submitted to the partnership executive. The partnership executive reports back to TSCB through the CYPS Corporate Director.

### **Greater Manchester Safeguarding Partnership**

TSCB is represented on the Greater Manchester Safeguarding partnership by the CYPS Joint Director (Families). CYPS also provides representation on the partnership's Information and Collaborative Working Group. The partnership reports to TSCB on the basis of single issues as they arise.

### **Greater Manchester Chairs' Group**

TSCB is represented on the Greater Manchester Chairs' by the Chair. The Chairs Group reports to the Greater Manchester Safeguarding Partnership.

Richard Backhouse  
Vice Chair  
Trafford Safeguarding Children Board

## **Section B: Objective 1**

# **Co-ordinating local work to Safeguard and Promote the Welfare of Children**

## **Business Plan: Progress in 2012-13 and Priorities for 2013 -14**

This is the third year of the 3 year Business Plan. There has been a minor modification of the theme areas. There was considerable overlap between the previous theme area 4 (To ensure core TSCB Responsibilities and the effective use of resources) and theme area 5 (Develop partnership working, accountability and challenge). These theme areas have been combined into a single theme Ensure Key TSCB Responsibilities are met. Thus there are now four theme areas:

- Theme area 1: Reduce the impact of parental factors leading to safeguarding issues
- Theme area 2: Improve Early Intervention, Promoting Health, Wellbeing and Development
- Theme Area 3: Support engagement of children and young people
- Theme area 4: Ensure Core TSCB Responsibilities are met

The Business Plan is summarised in Table 1. Achievements for 2012-13 are set out and then the priorities for 2013-14.

**Achievements recorded on Table 1 relate specifically to the Business Plan and the achievements detailed elsewhere in Section B and C are additional to these Business Plan related achievements.**



**Table 1: Summary of Business Plan**

To avoid cluttering this table acronyms have been used extensively. A full glossary is provided on page 54

Outcome to be achieved	Achievements in 2012/13	Priorities 2013-14
<b>Theme Area 1: Reduce the impact of parental factors leading to safeguarding issues</b>		
<ul style="list-style-type: none"> <li>• Effective identification and intervention to support families living with domestic abuse to reduce its impact and incidence.</li> <li>• Support families affected by drug and alcohol issues to reduce their negative impact on family life.</li> <li>• Support families affected by drug and alcohol issues to reduce their negative impact on family life</li> <li>• Support families affected by adult mental health issues to reduce negative impacts on all family members.</li> </ul>	<ul style="list-style-type: none"> <li>• MARAC has been positively evaluated by CAADA and referral levels are in line with national expectations. Trafford considered 368 cases from 1.1.12 -1.1.13. The CAADA recommendation for Trafford was 370 for that time period.</li> <li>• Referrals from partner agencies were at 34% which is in line with CAADA’s recommendation of 25-40%</li> <li>• Repeat referrals were 34% in line with CAADA’s recommendation of 28-40%</li> <li>• Trafford has added a section to indicate the proportion of cases of domestic abuse where there are children involved.</li> <li>• The number of Child Protection Plans in which domestic abuse, drug or alcohol issues or adult mental health issues area factor can now be tracked in Trafford</li> <li>• Improved data collection with regards to identification of children of adult mental health service users in significant relationship section of ICIS and this has been audited.</li> <li>• Development of single electronic data-</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic Violence               <ul style="list-style-type: none"> <li>○ Establish system for collecting data. CAFs completed where Domestic Violence is parental factor</li> <li>○ Develop domestic abuse strategy:                   <ul style="list-style-type: none"> <li>➤ Encouraging the reporting of domestic abuse</li> <li>➤ Supporting victims and their families</li> <li>➤ Providing appropriate challenge and support to perpetrators and their families</li> </ul> </li> </ul> </li> <li>• Integrate Domestic Violence into TSCB training programme</li> <li>• Parental mental illness               <ul style="list-style-type: none"> <li>○ Adult mental health service, to use critical friend sec11 framework, to audit service provided against Ofsted’s themed inspection “What about the Children” and identifying necessary action                   <ul style="list-style-type: none"> <li>➤ Are practitioners identifying children appropriately</li> <li>➤ Considering need early support, CAF</li> </ul> </li> </ul> </li> </ul>

	<p>collection sheet recording all CAF referrals within the adult mental health trust</p> <ul style="list-style-type: none"> <li>• Development of DATIX module specific to recording of safeguarding concerns in relation to children of adult mental health service users and this has led to the recording of 35 safeguarding children incidents recorded in Trafford Mental Health and Social Care Service</li> </ul>	<ul style="list-style-type: none"> <li>➤ Considering risk referral MARAT</li> <li>➤ Action to support/safeguard children in plans</li> </ul> <ul style="list-style-type: none"> <li>• Multi-agency case-file audit to focus on issues raised against Ofsted’s themed inspection <i>What about the Children</i>”</li> </ul>
<p><b>Theme Area 2 : Improve Early Intervention, Promoting Health, Wellbeing and Development</b></p>		
<ul style="list-style-type: none"> <li>• Families in need of support are identified at an early stage and offered appropriate support to alleviate issues and prevent escalation into higher level need or crisis.</li> </ul>	<ul style="list-style-type: none"> <li>• A multi-agency case file conducted at the beginning of 2012/2013 found that partners were working well together, with a clear understanding of their respective roles, good communication and information sharing and a shared understanding of thresholds.</li> <li>• A suite of documents are available on Trafford Safeguarding Board website to guide practitioners and families through the processes of Early Help. <ul style="list-style-type: none"> <li>○ Case Coordinator Guidance</li> <li>○ Threshold Guidance</li> <li>○ Family CAF Form</li> <li>○ Family CAF Guidance</li> <li>○ Pre CAF Checklist</li> </ul> </li> <li>• Training programme commissioned and delivered by Indigo (consultancy/training provider) with the following attendance <ul style="list-style-type: none"> <li>○ 670 – The Family CAF process.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To establish a Safeguarding Board performance framework which includes scrutiny of early help outcomes in specific areas of TSCB Business Plan 2012/2013</li> <li>• To establish early help/CAF training as part of the TSCB training programme</li> <li>• Deliver CAF Training Programme and assess impact</li> <li>• Increase the use of CAF across <ul style="list-style-type: none"> <li>○ Education</li> <li>○ Health</li> <li>○ Childrens centres</li> <li>○ Adult providers of Mental Health, Drug and Alcohol Services</li> </ul> </li> <li>• To establish a multi-agency case file audit which scrutinises multi-agency working across thresholds including early help</li> <li>• Benchmark current practice against Ofsted’s themed inspection ‘Protecting disabled</li> </ul>

	<ul style="list-style-type: none"> <li>○ 290 – Level 1 CAF Awareness,</li> <li>○ 275 – Level 2 Practice &amp; Awareness,</li> <li>○ 105 – Level 3 Case Coordinator.</li> <li>● Policies in relation to the Family CAF, the case co-ordinator role and the thresholds for level 2 work agreed in April 2012</li> <li>● Number of CAF’s completed on the central recording system by end of Feb - 236 - but this is believed to not fully represent the total as paper systems are still being used. This number remains low but is an improvement on last year</li> </ul>	<p>children’. Identify action as a result</p>
<ul style="list-style-type: none"> <li>● Ensure there is clarity of understanding and consistency of decision making for children and families at different levels of need.</li> </ul>	<ul style="list-style-type: none"> <li>● Threshold documents relating to level 2 signed off by TSCB in April 2012</li> <li>● New threshold document relating to level 3 agreed at Policy and Practice in March 2013 and being taken to TSCB in April</li> <li>● CIN policy agreed at TSCB in June 2012 and has been reviewed since the SCR outcomes with a view to improving the clarity of the process around thresholds and planning</li> </ul>	
<ul style="list-style-type: none"> <li>● Support for families with children in their early years is effective and children are ‘school ready’</li> </ul>	<ul style="list-style-type: none"> <li>● Early Years pathway has been rolled out in the north since October and has been positively received</li> <li>● Work has been undertaken with schools about school readiness and the pathway</li> <li>● Foundation stage profile data is available but needs further discussion about how schools are completing this based on the</li> </ul>	

	<p>age of the child.</p> <ul style="list-style-type: none"> <li>AGMA work is now starting to develop an early years pathway across AGMA and Trafford will contribute to this work. The TSCB will consider the safeguarding implications as it develops</li> <li><b>See also Early Intervention (p 28)</b></li> </ul>	
<ul style="list-style-type: none"> <li>To ensure young people at risk of sexual exploitation are identified, protected and offered support.</li> </ul>	<ul style="list-style-type: none"> <li>CSE strategy and action plan established and presented to the TSCB in October 2012.</li> <li>The Sexual Exploitation and Missing Children Panel (SEAM) established and meeting monthly. 47 cases referred in 2012-13 with plans fed back into the overarching plan for the child. Early feedback is positive and it is believed that the awareness of the risk of CSE is increasing. Further work is needed on information sharing across boundaries</li> <li>A Young Women's advocate has recently been appointed to work across Manchester and Trafford. She is a member of the SEAM panel and will act as a link to the protect team (Multi Agency sexual exploitation service in Manchester) which will improve information sharing and contribute to service development</li> <li>The Public Protection Investigation Unit (GMP) has developed a system so that children and young people at risk of and being sexually exploited are easily</li> </ul>	<ul style="list-style-type: none"> <li>Ensure children in children who go missing who go missing who are at risk of sexual exploitation statutory guidance is being followed across all thresholds and those children who meet threshold are visited on their own</li> <li>Improve the multi-agency response to sexual exploitation, information sharing and management of cases through revisiting SEAM terms of reference.</li> <li>Improve early identification of sexual exploitation and referral to SEAM by raising awareness across partner agencies and amongst children, young people and their carers.</li> <li>Improve the response of all agencies to children and young people who go missing from home and care and ensure that children and young people not known to services are assessed early and appropriately through the family CAF process</li> <li>To ensure that all the areas identified by the Barnardo's scoping exercise are integrated into this year's Sexual Exploitation action plan</li> <li>To ensure that all police officers across</li> </ul>

	<p>identifiable and therefore safeguarded by all police officers in the community.</p> <ul style="list-style-type: none"> <li>• GMP have established links with wider Greater Manchester initiatives to disrupt hot spot businesses in Manchester where Trafford young people are known to frequent.</li> <li>• CSE Training programmes at level 1 and 2 established and have been well received. completed</li> <li>• 104 have been trained on Level 2 (multi-agency training for professionals who work with children and young people on a regular basis</li> <li>• Barnardo's charity completed a scoping exercise of sexual exploitation in Trafford (May 2013) and have highlighted areas of strength and challenge</li> <li>• Trafford is contributing to the AGMA work on CSE prevention.</li> <li>• <b>See also Child Sexual Exploitation and Missing Children (p 29)</b></li> </ul>	<p>Trafford have access to awareness raising training in this area of work and understand how to access safeguarding services</p>
<ul style="list-style-type: none"> <li>• To maximise support to young people at risk of bullying and increase awareness of the risks for young people</li> </ul>	<ul style="list-style-type: none"> <li>• One of the successes of the work carried out by the Trafford Against Bullying Steering Group was the collaboration with the other work streams, Sexual Exploitation, E-Safety, leading to the launch of the three strategies in 2012/13.</li> <li>• A launch event held for the TSCB in September 2012 which also included the CSE strategy. Workshops held to raise</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise the signing up of schools to the Stonewall Homophobic Anti- Bullying initiatives in response to the high incidents of homophobic bullying in schools nationally.</li> <li>• Increase awareness of the Anti-Bullying Strategy among voluntary sector organisations and groups through surveys and information in newsletters and websites.</li> <li>• Improve monitoring and recording of anti-bullying incidents by voluntary groups.</li> </ul>



	<p>awareness and consider practical implementation.</p> <ul style="list-style-type: none"> <li>• The Anti-Bullying Strategy and associated policies and documents are now on the Safeguarding Board's Website and will be linked with other websites, eg. CYPS and Customer Information Service.</li> <li>• A DVD commissioned by the TAB Steering Group showing young people in Trafford talking about their experiences of bullying, received positive feedback at the Strategy Launch and consideration is being given to placing it on the TCSB website.</li> <li>• Training and awareness raising being promoted via the TSCB training programme</li> <li>• <b>See also Anti-bullying Working (p 31) and eSafety (p 33)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to training and good practice information on tackling bullying through anti-bullying champions and web information.</li> <li>• Establish baseline monitoring information through a range of systems and processes, i.e. Section 11 Audits.</li> <li>• Identify anti-bullying champions in individual organisations.</li> <li>• Monitoring bullying included in commissioning contracts</li> </ul>
<p><b>Theme Area 3: Support engagement of children and young people</b></p>		
<ul style="list-style-type: none"> <li>• The voice of young people is heard by the TSCB and their views are heard and considered in all discussions and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation Strategy completed and ratified by the Children's Trust Board.</li> <li>• Safeguarding implications are being addressed within the implementation plan and the strategy will be launched formally at an event in May 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that safeguarding is a priority in the implementation of the Council's Participation Strategy</li> <li>• Provide evidence and reassurance to TSCB that complaints/disputes raised by CYP are being effectively responded to.</li> <li>• Increase participation /satisfaction of children and young people in child protection conference</li> </ul>
<ul style="list-style-type: none"> <li>• The TSCB understands the safeguarding concerns felt by children and young people in Trafford and work in partnership with them.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair has continued to provide feedback to the youth cabinet after each board meeting and their response is reported to the next meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular briefings from TSCB chair to youth council</li> </ul>

	<ul style="list-style-type: none"> <li>Youth Cabinet have agreed some priority actions for 2013-14</li> </ul>	<ul style="list-style-type: none"> <li>Twice yearly meeting with CYP during the 'Takeover Week' and 'Local Democracy Week'</li> </ul>
<ul style="list-style-type: none"> <li>The wishes and feelings of children affected by Child Protection issues are heard in all discussions and decisions about their lives.</li> </ul>	<ul style="list-style-type: none"> <li>There has been continued work with conference chairs and practitioners to improve practice and tools by which young people can participate in conferences.</li> <li>Actual participation remains low at 51% but the views of young people are a standard item in conference minutes in order to ensure there is a focus on their views even if they are obtained indirectly via other professionals</li> </ul>	<ul style="list-style-type: none"> <li>Young people to organise 2 Development/Takeover Events with input from TSCB Members</li> </ul>
<p><b>Theme area 4 and 5: To ensure core TSCB responsibilities and effective use of resources</b></p>		
<ul style="list-style-type: none"> <li>The TSCB is fully informed of the safeguarding performance of key agencies in Trafford and can scrutinise and challenge areas where performance could be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Section 11 Audit completed. To be reported to a Development Day in May and July TSCB</li> <li>Quarterly reporting of performance dataset plus exception reports on areas where outcomes have not been achieved</li> <li>There is increased analysis of the performance data set and exception reports. They are reviewed in detail by the TSCB Steering Group before being presented to full TSCB</li> </ul>	<ul style="list-style-type: none"> <li>Performance framework is reviewed to include both qualitative and quantitative data</li> <li>The outcome of the sec 11 returns are collated and used to inform future Board priorities</li> <li>The TSCB ensures that the requirements of 'Working Together to Safeguard Children 2013' are fully implemented</li> <li>A local protocol for assessment is developed and agreed by the TSCB</li> <li>Learning improvement framework to be developed and integrated into TSCB performance framework</li> <li>Public &amp; practitioner awareness of the work of</li> </ul>
<ul style="list-style-type: none"> <li>The public and agencies are aware of the work of the TSCB over a given year period and the key areas of learning and development over that year</li> </ul>	<ul style="list-style-type: none"> <li>A briefing is prepared after every TSCB meeting to facilitate feedback to agencies</li> <li>Annual Report circulated to all agencies with a questionnaire about the TSCB and</li> </ul>	

<ul style="list-style-type: none"> <li>Increased partnership working with Safer Trafford Partnership, Children’s Trust Board and the Health and Wellbeing Board</li> </ul>	<p>offer to present report</p> <ul style="list-style-type: none"> <li>Annual report presented at all three boards.</li> <li>Children’s Trust Board (CTB)</li> <li>TSCB chair is a standing member of CTB.</li> <li>A report from every meeting of TSCB is provided to CTB</li> <li>Children and Young People’s plan is reflected in the TSCB business plan around promoting outcomes for vulnerable groups, with domestic abuse as a key priority</li> <li>Safer Trafford Partnership (STP)</li> <li>TSCB Chair presented Annual Report to STP</li> <li>It was agreed STP would provide Annual Report to TSCB</li> <li>The priorities of STP around domestic abuse and CSE are reflected in TSCB Business Plan and a clear link exists with the joint director in CYPS chairing the sub-committee for violent crime.</li> </ul>	<p>the TSCB is increased</p> <ul style="list-style-type: none"> <li>Develop communication strategy to include:</li> <li>Review website</li> <li>Wider circulation of Safeguarding Board summary of minutes</li> <li>Develop newsletter</li> <li>Board members to ensure relevant staff in their agencies are kept up to date with the Board’s work</li> </ul>
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## TRAINING AND PROFESSIONAL DEVELOPMENT

### Achievements

Throughout this year the TSCB has provided a programme of inter-agency training consisting of 38 events covering 15 subjects, which aimed to increase skills and confidence within the Trafford workforce in respect of safeguarding children and promote positive inter-agency working.

Amongst the achievements in this year, it is particularly noteworthy that:

- Across the courses there were over 750 participants.
- 104 Trafford practitioners participated in Inter-agency (Level 2) training in respect of safeguarding children from sexual exploitation and the new national and local guidance and procedures
- Training materials to support single agency training in this area have been disseminated, to support agencies in effectively responding to concerns regarding child sexual exploitation.
- 215 Trafford practitioners participated in the level 2 inter-agency safeguarding course, which had been revised in light of SCRs and research.

### Challenges

- To achieve effective inter-agency safeguarding training there is a number of key requirements including - skilled and knowledgeable trainers; the appropriate participants from a range of agencies; and learning that impacts on the practice of participants when they return to their workplace. This year it is recognised that there have been challenges in:
  - Effectively evaluating the outcomes of the inter-agency training programme. Evaluation has been focused on participants' reaction to the course, but implementing measures of the impact on participants' practice is more complex and time intensive.
  - Whilst participation on courses has remained good, there is recognition that ensuring a range of participants from across the agencies, including members of the workforce who are longstanding in Trafford, is more challenging, owing to time pressures, priorities and differing single agency training requirements.
  - Recruitment of a permanent interagency training officer.

### Priorities for 13/14

- To pilot the use of evaluation methods, attempting to measure the impact of inter-agency training on participants' workplace practice.
- To support local safeguarding trainers by developing a resource pool and train the trainer opportunities.
- To deliver a new course on safeguarding disabled children, responding to the Ofsted report on *Protecting Disabled Children*.
- To raise the profile of cultural issues and safeguarding through a local conference using national speakers.

- To increase engagement of longstanding staff and all agencies through a revised programme, which includes a professional seminar programme as well as new and revised courses.
- To respond to workforce development issues raised through the section 11 audits, SCRs and other local and national audits, reports and research.

Catherine Fleming  
Safeguarding Development Manager

Lynn Everton  
TSCB Training Officer



## SERIOUS CASE REVIEW COMMITTEE

- Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out the functions of the Local Safeguarding Children Boards (LSCBs). This includes the requirement for LSCBs to undertake reviews of serious cases in specified circumstances
- The Serious Case Review Committee (SCRC) is a sub-committee of the Trafford Safeguarding Children Board and has a multi-agency membership including
- The overarching purpose of the SCRC is to:
  - Oversee the process for commissioning and conducting Serious Case Reviews in keeping with Chapter 4 of Working Together to Safeguard Children (2013), or any other serious case or issue agreed the Trafford Safeguarding Children Board Chair
  - Follow the progress of each Review commissioned
  - Ensure auditable processes are in place to identify and disseminate lessons learned, based on Review recommendations
  - Receive and review information from referrals relating to serious child care incidents (which do not meet the criteria for a SCR) which may provide insight into the way organisations are working together to safeguard and protect the welfare of children

### Achievements

- In 2011, Trafford Safeguarding Children Board convened a Serious Case Review (SCR) and parallel Domestic Homicide Review (DHR) following the deaths of a 15 year old boy and his mother in a house fire. This resulted in the development of a separate Serious Case Review Panel whose purpose it was to manage the SCR/DHR process until completion. The completed SCR/DHR was presented to the TSCB and Safer Trafford Partnership Board in July 2013
- ‘Thematic’ lessons learnt from the SCR/DHR have been shared with partners in Trafford and with other relevant child safeguarding boards. The inquest into the deaths is now scheduled for February 2014. Due to a complex coronial process there have been delays to the publication of the SCR/DHR overview report and restrictions to the amount of narrative given to staff during workshops to disseminate lessons learnt
- The action plans are on target for completion and will be considered in terms of readiness for the TSCB chair and TSCB Performance, Management and Audit Committee in June 2013, for inclusion in their audit schedule
- The SCRC is currently reviewing information from 4 separate (child care incident) cases in order to determine whether or not there are lessons for dissemination across partner agencies
- The SCRC saw a change to chairing arrangements from May 2012. In addition to this the SCRC agreed to meet quarterly rather than every six weeks in order for the membership to commit to both attendance at meetings and progression of agreed actions
- The SCRC has been successful in the completion of all action plans relating to serious child care incidents with appropriate notification to the TSCB independent chair and TSCB Performance, Monitoring and Audit Committee

## Challenges for 2013/2014

- To promote the committee as a forum for learning not about laying blame. This will be an important element of the local learning and improvement framework that Working Together (2013) requires of LSCBs
- Working Together requires that reviews are conducted regularly, not only on cases which meet statutory criteria, but also on cases which can provide useful insights into the way organisations are working together to safeguard and protect the welfare of children
- In light of this the SCRC has revised referral criteria to assist staff with decision making in relation to what they may consider appropriate for referral to the Committee.
- In addition the chair of the SCRC is meeting with CYPS Operational Managers to raise the profile of the Committee as well as promoting this forum as a learning environment

## Priorities for 2013-14

- Completion of SCR action plans by June 2013
- Establish a system for identifying cases which would benefit from multi-agency review in addition to Serious Case Reviews.
- Ensure the revised referral criteria are communicated to staff of all partner agencies.
- A major element of the work of the SCR throughout the year will be ensuring that any developments are in keeping with the revised version of Working Together<sup>1</sup>. Chapter 4 has particular relevance for the SCRC in that it describes
- ‘the need for professionals and organisations to reflect on the quality of their services and learn from their own practice and that of others. Good practice should be shared so that there is a growing understanding of what works well. Conversely when things go wrong there needs to be a rigorous, objective analysis of what happened and why, so that important lessons can be learnt.....’ (p65, *Working Together 2013*)
- The TSCB Serious Case Review Committee is committed to principles laid out in chapter 4 of Working Together to Safeguard Children and will continue to conduct reviews of cases which do not meet the criteria for an SCR, but which can provide valuable lessons about how organisations are working together to safeguard and promote the welfare of children. Although not required by statute, such reviews are important for highlighting good practice as well as identifying areas for improvement

Julie Adesanya  
Designated Nurse, Safeguarding Children  
Chair Serious Case Review Committee

## PERFORMANCE MANAGEMENT & AUDIT COMMITTEE

### Achievements

- The Performance Management and Audit Committee (PMA) is a sub-committee of Trafford Safeguarding Children's Board (TSCB). The purpose of the committee is to develop, implement and review a performance management framework in respect of safeguarding children on behalf of the TSCB and its constituent partners, to ensure that action plans arising from Serious Case Reviews and incidents are embedded in practice, to facilitate a self-assessment process for partners and to ensure that the TSCB and its partner organisations have robust governance arrangements. The Committee provides an exception report to each TSCB meeting and reports to the TSCB through its Steering Group, with minutes of all meetings forwarded to the Chair of the TSCB.
- The Committee aims to hold two meetings between Boards, with one meeting timed to facilitate performance challenge and discussion at the Steering Group prior to the presentation of quarterly exception reports at the Board and a second meeting to progress identified topics. During the year 2012/13 the committee met on five occasions, with targeted task and finish groups meeting on a further two occasions to progress identified work streams, supporting the preparation and planning of the partner organisation S11 Audit.
- The PMA Committee Meeting includes a number of standard agenda items, which include Performance Indicators, Financial Monitoring, Audit and monitoring of the Risk Register.
- The Performance indicators are monitored via the TSCB Quarterly Performance Report which provides an update of progress against the performance measures within the TSCB Business Plan via the TSCB Performance Framework.
- The Performance Management Framework has been reviewed quarterly by the committee and subsequently discussed, on behalf of the Board, at the TSCB Steering Group and exception reports have been shared with the Board. Meeting dates have been reviewed to enable timely sharing of performance information at the end of each quarter. The Framework seeks to incorporate the objectives of the Annual TSCB Business Plan in a measurable format. Progress against the Framework has been updated at each committee meeting and any modifications discussed.
- Audit activity over the past 12 months has included monitoring of the Effectiveness Audit as part of the Performance Framework and the red/amber triggers identified have been included within the Annual Work Plan.
- The S11 Audit is currently in progress, The audit will provide detailed information to develop the proposals and timetable for the implementation of the Critical Friends Review process which will be presented to the TSCB July Board meeting. Reviews will commence in September 2013.
- The TSCB Risk Register was developed in June 2012 following the May Board Development Day. Risks have been identified under the following themes:
  - Integrity and Reputational Risks
  - Risks and Partnership Engagement
  - Risks to the delivery of TSCB Business objectives
  - There are currently no residual risks red rated.



## Challenges

- The ambitious nature of some of the Performance Indicators to try and ensure we measure outcomes has led to a lack of baseline and benchmark data. This is particularly a challenge for the Board Objective on the impact of Parental Factors for which datasets both locally and nationally are very underdeveloped. A review of the measures to be used in 2013-14 has rectified this and builds on the work undertaken in 2012-13
- Ensuring qualitative data is used alongside Performance Indicators to give broader picture of performance. Linked to enhanced scrutiny through development of the work of the PMA and Steering Group we expect to resolve this for 2013-14 through the implementation of a new TSCB Performance Framework

## Priorities for 2013/14

- Review Performance Framework to include both qualitative and quantitative data
- Ensure that the Steering Group/TSCB has sufficient information to make informed judgements
- Collate the Section 11 returns and ensure they inform Board priorities
- Commence the Critical Friend review process of Single Agencies prioritised according to Section 11 analysis
- On completion of SCR Action plan to undertake appropriate audits to demonstrate that practice has changed
- To undertake Section 175 of Schools and Colleges

Helen Thompson  
Head of Midwifery/Divisional Head of Nursing  
UHSM NHS TRUST  
Chair of Performance Management & Audit Committee



## **POLICY & PRACTICE COMMITTEE**

### **Achievements**

- The TSCB committed to an arrangement for commissioning the provision and maintenance of updated safeguarding policies via an organisation known as Tri-X. This arrangement has been led and overseen by the Policy and Practice committee and was made in partnership with the majority of local authorities in Greater Manchester. The preparation of these policies on a partnership basis has been a major achievement in 2012-13 and Trafford has been a leading authority in the work. The policies are now in place on the TSCB website and arrangements for regular review and updating are also in place, linked to localised pathways for some safeguarding processes.
- The committee also oversees the development and implementation of key partnership strategies on Child Sexual Exploitation, Bullying and e Safety. These have all progressed effectively during 2012-13 and resulted in a workshop event for the three strategies on a combined basis.
- The committee has responsibility for publicity and communication around safeguarding practice and held a number of events to publicise the updated procedures.

### **Challenges**

- There was a significant delay in finalising the policies with Tri-X due to circumstances outside Trafford's control and this led to a period of time when the TSCB was not satisfied that all our policies were up to date. This has now been resolved.
- A reduction in resources on a partnership basis due to budget pressures has resulted in a reduction in resources for e Safety work for the future. This risk has been addressed by an agreement to amalgamate the work of the anti-bullying steering group with the e Safety group for 2013-14.
- Improvements are still needed in publicity arrangements around policy and practice developments linked to publicity for the TSCB in general to ensure that information reaches practitioners across the partnership organisations. This will be an area of further work for 2013-14 as the TSCB further develops its role as a learning organisation.

### **Priorities**

- With the completion of the updated procedures, the priority for 2013-14 will be to maintain them in accordance with the agreed timetable for updates and to ensure a culture exists across our partner organisations of referring to the website when policy advice is needed rather than keeping printed copies. This has been assisted by a notice on printed copies that they can only be guaranteed as up to date for 48 hours after printing.

- An effective response to Sexual Exploitation vulnerabilities and risks for young people is a major priority for 2013-14 and this will be reflected in close scrutiny of the work of the CSE steering group and Sexual Exploitation and Missing Group (SEAM) via the Policy and Practice Committee to ensure that our work is on track and that we learn lessons from national reports and from our own recent report from Barnardo's.

Charlotte Ramsden  
Joint Director Services for Children, Young People & Families  
Chair Policy & Practice Committee



## EARLY INTERVENTION

- Working Together 2013 reaffirms Safeguarding Boards role is ensuring that services are provided at an early point to children and their families.

### Achievements

- A multi-agency case file conducted at the beginning of 2012/2013 found that partners were working well together, with a clear understanding of their respective roles, good communication and information sharing and a shared understanding of thresholds.
- A suite of documents are available on Trafford Safeguarding Board website to guide practitioners and families through the processes of Early Help.
  - Case Coordinator Guidance
  - Threshold Guidance
  - Family CAF Form
  - Family CAF Guidance
  - Pre CAF Checklist
- Indigo (consultancy/training provider) trained professionals in the areas below
  - 670 – The Family CAF process.
  - 290 – Level 1 CAF Awareness,
  - 275 – Level 2 Practice & Awareness,
  - 105 – Level 3 Case Coordinator.
- Trafford Safeguarding Board Performance Business Plan 2012/2013 includes scrutiny of the multi-agency early help.

### Challenges

- To ensure that Early Help is provided by partner agencies to families using Trafford Safeguarding Board threshold criteria and CAF guidance.
- To develop clear, realistic, measurable outcomes for early help and ensure regular reports are submitted to the TSCB which will contribute to the learning improvement framework.
- To ensure that the process of de-escalating children and families from child protection to child in need to universal services is clear and measurable.

### Priorities for 13/14

- To establish a Safeguarding Board performance framework which includes scrutiny of early help outcomes in specific areas of TSCB Business Plan 2012/2013
- To establish early help/CAF training as part of the TSCB training programme
- To establish a multi-agency case file audit which scrutinises multi-agency working across thresholds including early help.

Catherine Fleming  
Safeguarding Development Manager

## CHILD SEXUAL EXPLOITATION AND MISSING CHILDREN

### Achievements

- The Sexual Exploitation and Missing Panel has been in operation for twelve months, 52 children and young people have been referred. The process is working well and multi-agency management of cases can be evidenced. The actions are uploaded onto ICS, into the child's existing plan after each panel. Lead professional, who do not have access to ICS receive a copy of the actions. If a child or young person is not known to services and referred to MARAT, a screening process is carried out to assess if an initial assessment is appropriate. If it is not a referral will be made to the most appropriate agency to carry out a CAF.
- Attendance at SEAM is excellent and all appropriate partner agencies are represented. The majority of referrals are on children and young people who are known to services and generally have a range of complex needs. 17 of the young people were looked after, 20 subject to a child in need plan and 4 subject to child protection plans.
- A Young Women's advocate has recently been appointed to work across Manchester and Trafford. She is a member of the SEAM panel and will act as a link to the protect team (Multi Agency sexual exploitation service in Manchester) which will improve information sharing and contribute to service development.
- Youth Offending Service have had contact with 41 of the young people and provided a service to 12.
- 20 of the young people received a service from sexual Health (talk shop youth service provision) and 9 received an intensive one to one service, 2 from Barnardo's Children's Charity.
- Barnardo's charity recently completed a scoping exercise of sexual exploitation in Trafford (May 2013) and have highlighted areas of strength and challenge in this area of work.
- The recent addition of sexual exploitation safeguarding training level one and two has been well received by professionals and 104 professional have been trained on level 2. This is the multi-agency course for those who work with children and young people on a regular basis.
- The Public Protection Investigation Unit (police) has developed a system so that children and young people at risk of and being sexually exploited are easily identifiable and therefore safeguarded by all police officers in the community.
- The police have established links with wider Greater Manchester initiatives to disrupt hot spot businesses in Manchester where Trafford young people are known to frequent.

### Challenges

- It is evident, from SEAM end of year figures and Barnardo's scoping exercise, that there are a number of children and young people in Trafford who are being sexually exploitation or are at risk of sexual exploitation. The SEAM panel needs to improve their

management of risk and information sharing by revisiting the terms of reference of the panel to ensure processes are clear and facilitate appropriate cases being referred.

- Early identification of the risk of sexual exploitation needs to improve both amongst professionals, parents, carers and young people themselves. SEAM end of year figures demonstrate that low level risk referrals to SEAM remains low.
- The Barnardo's scoping exercise identified the challenge of empowering young people to recognise indicators of risk and be able to distinguish between a sexually exploitative relationship and a healthy relationship. They also identified the phenomenon of peer abuse and young people acting as a link between their peers and abusive adults. This area needs to be addressed in this year's action plan.
- Sexual Exploitation is complex and often hidden, children and young people who are at risk often have multiple difficulties in their lives and there is an ongoing challenge of responding holistically to all their needs.
- Sexual Exploitation happens across local authorities borders and young people can be trafficked or travel independently to areas known as hot spots both within Trafford and farther afield. It is important to continue to work with partner agencies, neighbouring authorities and appropriate strategic bodies such as the Safer People's Partnership to combat sexual exploitation.
- From the 52 referrals 15 young people had Missing episodes. This is one of the early risk indicators of sexual exploitation. Responses to missing children, not open to children's social care, needs to improve.

#### **Priorities for 13/14**

- Improve the multi-agency response to sexual exploitation, information sharing and management of cases through revisiting SEAM terms of reference.
- Improve early identification of sexual exploitation and referral to SEAM by raising awareness across partner agencies and amongst children, young people and their carers.
- Improve the response of all agencies to children and young people who go missing from home and care and ensure that children and young people not known to services are assessed early and appropriately through the family CAF process
- To ensure that all the areas identified by the Barnardo's scoping exercise are integrated into this year's Sexual Exploitation action plan
- To ensure that all police officers across Trafford have access to awareness raising training in this area of work and understand how to access safeguarding services

Catherine Fleming  
Safeguarding Development Manager

## ANTI-BULLYING WORKING GROUP STRATEGY

### Achievements

- One of the successes of the work carried out by the Trafford Against Bullying Steering Group was the collaboration with the other work streams, Sexual Exploitation, E-Safety, leading to the launch of the three strategies in 2012/13.
- The launch was well attended by a cross section of agencies and members of the community. The feedback from the launch was positive. 72 people signed into the launch, 28 evaluation forms were received, some partially completed. A few examples of the feedback received included:-
  - *Informative, interesting, relevant ,good overview*
  - *Interesting, clear, informative, very useful*
  - *Relevant & entertaining, important subject handled well, good balance*
  - *At a level of understanding, useful discussion, would like more time to share thoughts, policy*
- The Anti-Bullying Strategy and associated policies and documents are now on the Safeguarding Board's Website and will be linked with other websites, eg. CYPS and Customer Information Service.
- As part of the continued attempts to increase awareness of bullying across all sectors in Trafford, information was included in the FASTNET News Letter for the voluntary sector.
- A DVD commissioned by the TAB Steering Group showing young people in Trafford talking about their experiences of bullying, received positive feedback at the Strategy Launch and consideration is being given to placing it on the TCSB website.
- Key Activities organised and delivered in support of the strategy included:-
  - An annual competition around the Anti-Bullying theme co-ordinated by the YOS involved young people being asked to design a poster, poem or song around the theme Stop and Think, Words Can Hurt. The Youth Cabinet also entered the Prevention Team's competition.
  - The Head teacher at Holy Family and members of the Anti-Bullying Education Group for Trafford launched a poetry competition for schools in their locality. Seven primary schools entered and all entries were displayed at Urmston Library.
  - During Anti-Bullying week, two primary schools in Trafford received their gold PSD award; Holy Family Catholic School and Partington Primary.
  - In addition Ofsted inspected Partington Primary school during this time and chose the subject matter, anti-bullying. The school received positive feedback for its dedication and hard work on anti-bullying that takes place throughout the year.
- Examples of anti-bullying activities undertaken by different organisations in Trafford include:-
  - Anonymous message boxes or email systems to alert staff of incidents
  - Survey's for pupils, parents and staff
  - Use of Restorative Practices in schools
  - Anti-bullying Pledges

- Use of the Sharp system
- Achievement of gold, silver and bronze star awards
- SEAL work
- Circle time
- Peer mentors
- Anti-bullying notice board
- Peer mentoring at lunchtimes
- Safe havens within schools
- Personal Pastoral Support Plans

## **Challenges**

- Having a greater understanding of interventions and support being offered to children and young people by agencies other than schools.
- Determining success indicators as a measure of the impact of the strategy.
- Ensuring that all three strategies are sufficiently crosscutting, in order to avoid duplication and isolation.

## **Priorities for 13/14**

- Finalise the signing up of schools to the Stonewall Homophobic Anti- Bullying initiatives in response to the high incidents of homophobic bullying in schools nationally.
- Increase awareness of the Anti-Bullying Strategy among voluntary sector organisations and groups through surveys and information in newsletters and websites.
- Improve monitoring and recording of anti-bullying incidents by voluntary groups.
- Increase access to training and good practice information on tackling bullying through anti-bullying champions and web information.
- Establish baseline monitoring information through a range of systems and processes, i.e. Section 11 Audits.
- Identify anti-bullying champions in individual organisations.
- Monitoring bullying included in commissioning contracts.

Ken McDonald  
Trafford CYPS YOS



## eSAFETY

### Achievements

- A new e-safety policy for the Board has been developed. This is available on the TSCB website.
- The new policy was launched on 14<sup>th</sup> September along with the new Anti-bullying Policy and Child Sexual Exploitation Strategy. This event was attended by over 60 people and there were 3 individual workshops on e-safety for all the attendees.
- A number of activities for schools have been developed such including:
  - ensuring e-safety is a regular agenda item at all IT Coordinators meeting
  - circulating advice to all schools regarding social networking
  - providing schools with templates for Acceptable Use Policies
  - providing training on e-safety for parents and also staff at a special school as well as giving guidance to all Newly Qualified Teachers).
  - E-Safety resources are collated and made available online for all teachers.
- e-safety is now included in our multi-agency LADO training.. Including the workshops that were run at the launch event we have delivered e-safety training to almost 100 people this year
- <http://ceop.police.uk/> and <http://www.thinkuknow.co.uk/> are two extremely informative sites with regards to e-safety

### Challenges

- Excellent parental training has been developed but attendance by parents has been disappointing

### Priorities for 2013/14

- Increase parental uptake of training
- Continue to Implement the e-safety policy and strategy
- Merging the e-safety group with the anti-bullying for maximum efficiency
- Further develop our links and training with the Child Sexual Exploitation group

Cathy Rooney  
Trafford CYPS Head of MARAS

## **LOCAL AUTHORITY DESIGNATED OFFICER (LADO)**

### **Achievements**

- One of the major achievements in this year has been the increase in recordings of referral and contacts that have been made to the LADO service.
- The LADO service has again delivered a multi-agency training programme throughout 2012/13 and this has had a direct effect on referrals. This has included the half day Managing Allegations training to smaller briefing sessions and the LADO attending various team meetings.
- Another achievement has been the work with mosques and madrassas in Trafford. This has been a nationally hard to reach group and principals from other areas even in the North West are not applicable to Trafford. Other areas have asked for assistance from Trafford in how this work has been carried out.
- Funding has been obtained in this year for the purchase of the LADO ICS Workspace. This has been approved by the Senior management Team and is currently reaching the end of its development.
- New Managing Allegations procedures have been written this year and the LADO in Trafford has led authorities in producing the Greater Manchester Managing Allegations procedures. This is now included on the Tri X website and the TSCB website.
- The regional LADO network is now thriving and Trafford host the event every three months. This is a well-attended group which has recently devised a portal for the storage and dissemination of LADO regional information.

### **Challenges**

- This year has seen an unprecedented increase in the number of historical allegations in Trafford and all over the community that has been well documented in the media both regionally and nationally.
- This has meant LADO focus has been disproportionately skewed towards this area of work as a number of professionals involved are still working in regulated activities.
- The restructuring of the Education service has been challenging to the LADO as the former Chief Advisor AND Lead played an enormous role in the quick resolution of education LADO cases. The LADO now has to clear with Heads directly which can be enormously stressful for them and this can be particularly challenging in schools that have become academies.
- There has been a new multi-agency document Working Together 2013 which is a new slimmed down version of the previous documents. This actually gives less guidance in this complex area than previously which means the LADO led Trafford procedures are often the only documentation available for professionals to work with when an allegation is being made.

- There have been changes in the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) merging to become the Disclosure and Barring Service. The barring part is still in operation as before but the DBS changes have meant that education staff in particular have received extra support in this area.

#### **Priorities 2013/14**

- With the changes from working together 2013 and the construction of the DBS procedures are being devised which will encapsulate these changes .This will include a safer recruitment element which has been a factor in a number of recent referrals.
- Single agency mosque and madrassas training will continue to be offered. This will include training the trainer element so that this can be rolled out in the future by a number of professionals.
- Single agency training for health professionals will be devised this year which has been an issue for a couple of years. Successful training was devised and launched at Trafford General Hospital and it is hoped this can now be done in collaboration with the named nurses and health staff in the community.
- The regional LADO sub group will continue to explore the possibility for a national conference paid for by the directors group and held in Trafford.
- Esafety work through ETAB,,s lead officer will mean we are able to look at monitoring and recording of Esafety incidents and tailoring training and advice accordingly.

Anita Hopkins  
Local Authority Designated Officer

## **Section C:**

# **Ensuring the Effectiveness of Safeguarding Children**

## CHILD PROTECTION ASSESSMENTS AND STATISTICS

The following report contains data which is currently unverified so can only be viewed as indicative at this stage but significant changes are unlikely.

Indicator	2011/12			2012/13		
	England	Statistical Neighbour	Trafford	Trafford	Target	Comments
<b>Assessments and Investigations</b>						
Total number of referra			<b>2243</b>	<b>2588</b>		<p>The number of contacts coming in to MARAT rose by 8.6% in year to 14039. The increase number of contacts becoming referrals was 13%. The MARAT team have been reporting during the year that the referrals coming in were more complex than previous years and the increase of contacts to referrals would support this view.</p> <p>Proportionately our referral rates are slightly above our statistical neighbours but below the England average. The percentage of referrals going on to initial assessment is much lower than statistical neighbours and the England average. This can be attributed to the fact that MARAT encourage people to get in touch at the earliest possible stage and offer advice and guidance, as well as advising people (where appropriate) to do a CAF to try to prevent the need for formal social care involvement.</p> <p>As the actual number of contacts and referrals have gone up the number of Initial Assessments completed by MARAT has also gone up (9.7%).</p> <p>The increase in demand has impacted on timescales for Initial Assessments. Our timeliness is similar to our statistical neighbours and still well above the England average.</p>
Referrals per 10,000 population aged under 18	533.8	475.7	<b>433.0</b>	<b>499.3</b>		
Referrals to children's social care going on to initial	74.6%	77.6%	<b>55.4%</b>	<b>53.5%</b>		
Initial assessments			<b>1247</b>	<b>1382</b>		
% of initial assessments completed within 10 working days	64%	70.5%	<b>84.4%</b>	<b>71.1%</b>		

Core Assessments			<b>798</b>	<b>817</b>		The increase in demand at contact, referral and initial assessment stage has also impacted on Core Assessments which have gone up by 2.3%.
Core Assessments per 10,000 population aged under 18	194.6	151.4	<b>154.1</b>	<b>157.6</b>		
% of core assessments carried out within 35 working days of commencement	75%	75.4%	<b>80.7%</b>	<b>72.9%</b>		The timeliness issues described above for MARAT have then impacted on the timeliness of Core Assessments completed within the remaining time and performance has fallen in this area but overall is close to the England and Statistical neighbour average.  Our Core Assessment figures are slightly lower than statistical neighbours and the England average.
S47 investigations per 10,000 child population	110	86.4	<b>(351) 67.7</b>	<b>(367) 70.8</b>		This is largely consistent with last year's figure and lower than statistical neighbours.
Initial child Protection conferences			<b>267</b>	<b>263</b>		The actual number of Initial Conferences has largely remained similar.
Initial child protection conferences per 10,000 pop aged under 18	49.6	38.6	<b>51.5</b>	<b>50.7</b>		Our rate per 10,000 has remained fairly constant and is similar to the England average but higher than our statistical neighbours.  We continue to monitor that all conferences are appropriate and meet the threshold of future significant harm.
Child protection cases reviewed within required timescales	97.1%	97.8%	<b>100%</b>	<b>98.8%</b>		This is good performance and demonstrates the importance professionals attach to ensuring child protection plans are up to date and progressing positively.
Child in Need cases				<b>911</b>		All open current Child In Need cases are being reviewed to verify that the families are being supported at the right level.
Child in Need per 10,000 child population				<b>175.7</b>		
CAF's (total numbers)				<b>262</b>	<b>250</b>	We exceeded our target for CAF's completed within year.

CAF's per 10,000 child population				<b>50.6</b>		<p>The rate per 10,000 is similar to our rate for Child Protection and Children in Care and much lower than our Child In Need rate. The CAF figure should be much higher as the CAF should be used to support children with lower level needs and to prevent their issues from escalating.</p> <p>There has been a lot of work done towards the end of year 12/13 to re-launch CAF and re-train workers in the community. MARAT are becoming more active in encouraging referrers to do a CAF and more processes (EHC Plans and Stronger Families) are starting with CAF's so we have set a more ambitious target for next year.</p>
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	2011/12			2012/13		
Indicator	England	Statistical Neighbour	Trafford	Trafford	Target	Comments
<b>Child Protection Plans</b>						
Number of children who were subject of a child protection plan at 31/03/13			<b>186</b>	<b>216</b>		The numbers of children subject to child protection plans has increased. This increase should be seen in context; our practice is to avoid children coming into care, more than once, by working with them at home supported by a robust child protection plan.
Rate per 10,000 pop aged under 18 (31/03/12)	37.8	35	<b>35.9</b>	<b>41.7</b>		
Children who became subject of a plan in year			<b>237</b>	<b>256</b>		
Rate per 10,000 pop aged under 18 (31/03/13)	45.96	36.7	<b>45.75</b>	<b>49.4</b>		
Children who became subject of a plan for a second or subsequent time within 2 years of the previous plan ending				<b>2.4%</b>		This indicator represents excellent practice and demonstrates that children are de-planned in a timely way when child protection issues have been resolved.

Child protection plans lasting two years or more	3.6%	3.96%	<b>6.5%</b>	<b>1.9%</b>		This indicator has improved and demonstrates that issues are resolved within a reasonable timescale
Number of plans ceasing in the year per 10,000 pop aged under 18	40.7	33.3	(220) <b>42.5</b>	(226) <b>43.6</b>		The number of plans ceasing remains constant and continues to indicate increased good practice in this area.

Indicator	2010/11			2011/12		Comments
	England	Statistical Neighbour	Trafford	Trafford	Target	
<b>Looked After Children</b>						
% of children subject of a plan who were Looked After Children			<b>4.8%</b>	<b>6.0%</b>		This has increased slightly and represents those cases where there has been a short time interval between children becoming subject to a care plan and being deplaned from child protection plans. Practice in Trafford is to work with families/children supported by the most appropriate plan.
% of Looked After Children adopted during the year who were placed for adoption within 12 months of the agency deciding they should be.	74%	68.9%	<b>71.4%</b>	<b>56.3%</b>		This figure relates to a small number of 16 children. A number of children were sibling groups and this and other complexities relating to the individual needs of the children delayed the location of suitable placements for a small number of children. However successful placement that enabled the sibling children to reside together were eventually located and the children went on to be successfully adopted.
% of Looked After Children (at 31/03/13) with 3 or more placements in year	10.7%	11.9%	<b>6.1%</b>	<b>7.5%</b>		The national average for this indicator in 2012 was 11% and Trafford's positive performance is above that of our statistical neighbours.
% of children aged under 16 at 31/03/13 who had been looked after continuously for at least 2.5 years, who had lived in the same placement for 2 years, or were placed for adoption	68.6%	67.9%	<b>76.8%</b>	<b>78.8%</b>	<b>78%</b>	The national average for this indicator for 2012 was 68%..Trafford's performance in this area was reassuring and has been maintained throughout 2012/13 .This and the above indicator are important key indicators in that the provision of long term stable placements to children in care provides the platform on which children can grow and achieve positive outcomes.



% of Looked After Children cases that were reviewed in time			<b>96%</b>	<b>99.4%</b>		This has improved significantly over the last year and is excellent performance.
Looked After Children per 10.000 pop aged under 18	59	57.5	<b>53.5</b>	<b>56.0</b>		The national average for this indicator in 2012 was 59% and Trafford's performance remains above the national figure
Number of Looked After Children in commissioned placements	32.7%	30%	<b>17.1%</b>	<b>11.7%</b>		Trafford has significantly reduced its dependency on external agency foster placements. This has been an outcome of successful marketing and recruitment activity and the continued development of specialist evidence based fostering and training programmes



## PERFORMANCE FRAMEWORK

Performance management is key component of the success and management of any organisation or partnership. Without robust performance management arrangements, the overarching vision and objectives will not be achieved, as monitoring of the outcomes is not embedded to enable service improvement.

A Performance Management Framework has been developed and approved by the TSCB that will underpin a new way of working in line with the expectations for Learning and Improvement plans set out in Working Together 2013. This Framework brings together three key strands of activity; performance monitoring, audit and quality assurance and the views of children, young people and families.

The performance framework helps monitor the objectives set out within the TSCB Business Plan. A quarterly reporting mechanism is in place to measure progress against each of the key measures identified for the objectives and reported to the Board. Alongside the performance measures, exception reports are presented to the Board relating to any causing concern. On a twice yearly basis a comprehensive Learning and Improvement report will be produced pulling together all aspects of the performance framework to give a complete picture of safeguarding activity.

Through moving to an outcomes focused approach the new framework gives an opportunity for the Board to see the impact of interventions in relation to the key objectives. The Performance Monitoring and Audit Group have taken the lead role in implementing the framework and provide context and challenge to the performance reports. It has also developing a 'critical friend' audit process to ensure the Board has assurance from individual agencies that the work of the Board is embedded in their practice.

Reporting to TSCB is the top layer of the Performance Framework concentrating on the priorities that have been set through the Business Planning process. It is a major function of the Steering Group to provide detailed scrutiny and challenge in this area and lead on the Business Plan. Single agency performance monitoring mechanisms feed into this process and act as the foundation for the overall Performance Framework.

A copy of the TSCB Performance Management Framework can be downloaded from the TSCB website if you would like any further information.

John Pearce

Director Service Development – Children, Family and Education  
Children, Families and Wellbeing Directorate

## **CHILD PROTECTION CONFERENCES**

### **Achievements**

- All 343 CPP Conferences were undertaken within the statutory time frames.
- Reports were provided for 95% or more of conferences by Social Care, Health and Police
- 52% of Social Care reports were available on ICS 3 days before the conference
- 95% Social Care reports were judged of 'high' quality
- 77% of Social Care Reports and 52% of Health Reports included an outline child protection plan
- Partner agencies had commenced Risk Assessment in 50% of cases (target 50%)
- There has been good progress in attendance of carers/parents at CPP conferences with progressive improvement throughout the year and with the target of 90% being reached in quarter 4 (average through the year 80%).

### **Challenges**

- Education and Other Agencies provided reports for less than 50% of Conferences
- Team Managers/Senior Practitioners attendance at CPP Conferences was 73% (target 90%)
- Though reports for CPP Conferences were discussed with only 59% of families/carers before the CPP Conference (target 100%), there has been progressive and sustained improvement in this measure reaching 70% in quarter 4.
- There has been some progress in Social Worker sharing views of child/young person at conference. The average through the year was 55% but performance in quarter 4 had reached 64% (target 100%)

### **Priorities for 2013-14**

- To maintain and/or improve performance in the areas detailed in achievements
- To further improve Children and Young people's participation at case conference.
- To continue to improve the number of reports available 3 day prior to case conference
- To continue to improve the percentage of reports shared with parents, carers and children prior to conference.
- To continue to improve the provision of reports by partner agencies to case conference,

Catherine Fleming  
Safeguarding Development Manager

## PRIVATE FOSTERING

- Private fostering is an arrangement that is made privately for the care of a child under the age of 16 (or 18 if disabled) with someone other than the parent or a close relative with the intention it should last 28 days or more
- Private Fostering arrangements in Trafford exist for a variety of reasons including:
  - Teenagers estranged from family and living with distant family members or friends
  - Young People from abroad who came to England to study

### Achievements

- Trafford's Private Fostering Policy and Guidance, and the Private Fostering Statement of Purpose have been updated and uploaded on to the TSCB website.
- The Private Fostering Panel has met regularly.
- There was a Case File Audit of Private Fostering records conducted in March 2012 by two CYPS Heads of Service.
- The Private Fostering Champions Group has met bi-monthly. This has resulted in the development and delivery of training and opportunities to raise awareness of the importance of private fostering.
- Multi-agency training on Private Fostering has been delivered
- To coincide with Private Fostering Week (February 2012) we created a short power point which could be used in all team meetings, this was distributed to Head teachers, Team Leaders and Voluntary Sector Representatives.
- A press release was generated and agency intranet services were used to raise awareness.
- Despite the above activity, publicity and training the number of private fostering cases in Trafford remains low. During 2012 the Panel monitored 11 private fostering cases in total and in December 2012 only 3 cases were open.

### Inspection

- Trafford was subject to a Private Fostering Inspection by OFSTED in January 2013. The overall effectiveness was judged to be Adequate.

- The Strengths they found in our process were that we have good partnership working, there is widespread knowledge of the need to notify the Local Authority of a private fostering arrangements, the timescales were met and once we know about a privately fostered child we support them well, they all have a social worker and they are given appropriate access to services.
- Our areas for development were judged to be that our overall numbers were low and we have failed to raise public awareness and in particular to engage the BME and faith communities on Private Fostering. They felt our monitoring, especially in the first 42 days could be stronger and we need to improve our written reports to the Safeguarding Board.
- A post inspection action plan has been developed to address the recommendations from the Inspection.

### **Challenges**

- The major challenge is to raise general awareness, and especially notifications of, private fostering arrangements.

### **Priorities for 2013-14**

- Implement our post-inspection action plan
- Increase the number of cases notified.

Cathy Rooney  
Trafford CYPS Head of MARAS



## **YOUTH OFFENDERS IN CUSTODY**

### **Young people in custody**

- There has been a decrease in the number of young people in custody from Trafford. During the year 2010-11 there were 26 young people in custody, reducing to 14 in 2011-12 and to 7 in 2012-13. This shows a 73% reduction over the three year period.
- This figure counts all young people who were in custody during the year and not just those who received custodial sentences in the period. ie anyone who received a custodial sentence in a previous period, who remained in custody into the next period.
- Youth Offending Service continues to have strong and effective engagement with magistrates in order to maintain the downward trend in custodial sentence. There is ongoing review of intervention to ensure high impact and improve outcome in the community. All staff are suitably skilled to effectively engage with children young, people and families.

### **Number of Young Persons entering the criminal justice system for the first time**

- This information is only available for the last two years.
- There has been a reduction in the number of first time entrants overall of 27%.
- There has been a 14% increase in Young People entering the criminal justice system for the first time from deprived areas (35 YP in 2011-12, 40 in 2012-13).
- The YOS prevention team delivers crime focused intervention packages to young people aged 8-17 years. They are referred to the team via 3 main pathways; CYPS identification, Anti-social behaviour team signpost and via a police referral. The police alert the Prevention team of all young people who commit an offence. The YOS complete offending history and safeguarding checks to offer suitable interventions. The YOS will complete an offending assessment to inform all out of court decisions for the police under the new Legal Aid, Sentencing and Punishment of Offender Act.
- There are Prevention workers link with other agencies/ voluntary groups to offer crime focused programs to groups of young people who collectively pose a risk of offending to their community. For example, the YOS have linked with the police, Trafford Housing Trust, voluntary groups etc to run Challenge days, anti-knife crime workshops and citizenship programs.

- Prevention work also includes delivering initiatives such as Operation Stay Safe, and supports the police in delivering Operation Assure, Team Safer and Safer4summer.

### **Young Victims of Crime**

- There were 161 victims of offences which resulted in a substantive outcome in 2012-13, for 32 of them (48%) we did not receive any age information. 7% were under 18, compared to 32.3% in 2010-11.
- Key achievements 2012-13
  - Victims are offered Restorative Justice Conferences
  - Victims are sign post to agencies for support ie victim support
  - Project with Victim Support resulting in young people designing information leaflet signposting access to support.
- Priority 2013-14
  - To improve engagement with children and young people as victim of crimevictims

Ken McDonald  
Trafford CYPS YOS



## CDOP ANNUAL REPORT

### Overview

- The tri-partite Child Death Overview Panel (CDOP) arrangements were initiated following a recommendation to share CDOP's in order to cover a population base in excess of 500,000. The combined population of Stockport, Tameside and Trafford from the 2011 Census is 729,200.
- In 2011/12 across Greater Manchester there were 250 deaths in Children and Young People
- Trafford CYP population represents 32% of partnership whereas the number of CYP Deaths in Trafford was only 19% (10) of total deaths. Tragic though every death is, the current figure for Trafford is the lowest ever at approximately 50% of previous totals. If deaths of extremely premature babies were excluded, this figure would reduce further.
- One of the main functions of the CDOP is to identify factors in the deaths which if fully implemented would reduce the number of deaths in the future, these are referred to as 'Modifiable Factors'. Such factors identified across the partnership were:
  - Parental smoking (including during pregnancy)
  - Co-sleeping, safe sleeping
  - Over heating
  - Powered rocking chair immediately after feeding
  - Drug and alcohol misuse
  - Domestic abuse
  - Standard of care

### Achievements

- In response feedback from CQC inspections renewed effort has been made to raise awareness of CDOP and its role. A short generic document has been produced and approved by CDOP members for distribution by LSCB members within their own organisations and agencies. A copy of this document is included in this Annual Report.
- The involvement of parents and their awareness of the CDOP process is a challenge that all CDOPs have wrestled with. It has been agreed that a leaflet will be handed to the person registering the death by Registrar staff, which ensures information is given at an appropriate time by a person well used to dealing with the grieving process.
- A Greater Manchester database to allow the 4 CDOP's to collate data has been created. This was only achieved because support from Trafford in terms of skill, knowledge, commitment and time.



- Data Collection has improved due mainly to the efforts of the CDOP administrator
- A recommendation in the 2010/11 CDOP report was that, '**Each LSCB and Ideally Greater Manchester should agree a common and consistent message for parents, particularly regarding safe sleeping**'. This has been discussed and monitored at the Greater Manchester Partnership and a significant change has now been made to the Personal Child Health Record for all new born in Greater Manchester
- A further recommendation from the 2010/11 CDOP report was that '**Public health should investigate the disproportionate representation of BME and white deaths in both neonates and the overall child death figures**'. Together with the representatives on CDOP, public health in Trafford will continue to monitor the proportion of child deaths in Trafford according to ethnicity, in particular the number of deaths in which congenital malformations play a part but also any other preventable factors. The impact of consanguinity continues to be raised within local communities particularly in the Old Trafford area

**Priorities** based on the 2011/12 CDOP report are:

- **Advice regarding parental smoking and safe sleeping should continue to be a mantra for all services. The advice given should be revisited by managers locally and LSCB's on a regular basis**
- **Data from the CDOP and Health should be used to work together to identify reasons for the apparent disparity in child deaths based on ethnicity**
- **Further work on advice regarding parental smoking and safe sleeping**

**Trafford Actions with regards to these priorities:**

- Further audit of parental knowledge of smoking and safe sleeping, information and practice to be undertaken
- Midwives at UHSM to raise smoking/safe sleeping at the primary visit, this information to be communicated to health visitor and GP practice and CMFT to be reported
- When assessments of Domestic Safety are undertaken domestic safety information about smoking/shared sleeping to be sought and this information to be forwarded to the health visitor.

Mick Lay  
Independent Chair  
Joint CDOP Committee

## CHILDREN'S SOCIAL CARE SINGLE CASE FILE AUDITS

### Introduction

The children's social care carry out a single-agency case file audit bi-annually; April and September. The audit tool used encompasses the Ofsted case recording elements of:

- Engagement with children and families
- Quality of assessment
- Quality of recording
- Quality of case planning
- Evidence of outcomes
- Robustness of multi-agency working
- Quality of management oversight and supervision
- Management of diversity
- Use of chronologies

The audit is an independent process with files randomly selected, periodically the audit focuses on a theme. The audit team is led by 2 independent reviewing officers and is led by senior practitioners and managers across the CYPS teams. The process of the audit is seen as a learning opportunity for the professionals involved as it allows for practice discussions across teams and areas. In addition the auditing of social care practice is an integral part of the quality assurance system and it will contribute to the TSCB learning and development framework. The outcomes and lessons learnt from the audits carried out by the safeguarding team throughout the year on the child protection conferences and looked after reviews are used to inform the social care audit. Themes from previous years audits are revisited to ensure that recommendations have been implemented effectively and learning evidenced.

### Achievements

- The September 2012 audit evidences a significant rise in outstanding and good cases from 20% in April 2012 to 70% in September 2012. That 90% of all cases were adequate or better shows a further positive improvement in the standard of case work and management across the services.
- No children were identified as unsafe in either case file audit and practice was good overall and frequently outstanding.
- The cases marked inadequate in both audits were brought to the manager's attention immediately and areas of concern rectified.
- To summarise both case file audits found a number of cases contained excellent core assessment evidencing the use of Bruce Thornton risk assessment package.
- All cases evidenced very good levels of multi-agency working including strategy meetings, core group meetings, child in need meetings, child protection conferences and child in care reviews.

### Comparison Case File Audit: April 2012, September 2012

Case Rating	April 2012	September 2012
Outstanding	2 or 6%	7 or 18%
Good	14 or 45%	20 or 51%
Adequate	11 or 35%	8 or 21%
Inadequate	4 or 13%	4 or 10%
Totals	31 files (including Family Placement Team)	39 interventions including Family Placement Team

#### Challenges (April 2012 Audit): Areas for improvement

- Recording detail for religion
- Chronology. Not enough detail
- Child participation in child protection conferences
- Evidence of core assessments in the electronic file
- Children not receiving a service equal to child protection or LAC cases

#### Progress September 2012 :

- A significant improvement was noted in the standard of work on eight children in need cases
- A number of cases audited contained excellent core assessments

#### Further challenges (September 2012 Audit): Areas for improvement

- Essential information detail for religion not recorded
- Chronology not enough detail
- Child participation in child protection conferences

#### Priorities

- Social workers to record child's religion on case file
- Further training and management action has been focussed on improving the quality of chronologies. The current ICS system has been developed to allow social workers to create chronologies more easily. Two separate audits have been carried out specifically on chronologies and this area continues to be one of development for children's social care.
- Child participation at child protection conferences at the end of March 2013 was approximately 50%. Further development work is being undertaken to gain children and young people's views and feedback about child protection conferences. The option of purchasing a web based system Viewpoint is being considered to give children and young people the option of this kind of participation.

Catherine Fleming  
Safeguarding Development Manager

## BUDGET

- TSCB Income is accrued in two ways:
  - Cash contributions (Table 1).
  - Posts directly paid for by TMBC (Table 2).

<b>Income as cash</b>	<b>2012-13</b>	<b>2013-14</b>
GMP Police	12,900	12,900
Trafford PCT (Trafford CCG)	30,004	30,004
GM Probation	1,840	1,840
TMBC YOS	5,228	5,228
TMBC Connexions	5,228	5,228
CAFCASS	550	550
Dedicated Schools Grant – SEN Team	3,751	3,751
TMBC – Safeguarding Team	3,751	3,751
Trafford Housing Trust	2,500	2,500
Safer Trafford Partnership	5,000	0
<b>Total Income as Cash</b>	<b>70,752</b>	<b>65,752</b>
<b>Table 1: Cash Income</b>		

	<b>2012-13</b>
Cost of Training Officer 1.0 FTE	39,258
Cost of Training Officer 0.2	7,223
Cost of TSCB Admin Officer 1.0 FTE	21,362
Cost of TSCB Manager (3 Days)	28,175
<b>Total Posts paid by CYPS/LA</b>	<b>96,018</b>
<b>Table 2: Posts paid directly by CYPS/LA</b>	

- The Contribution from Safer Trafford Partnership was for a single year and they have confirmed it cannot be extended.
- Expenditure in 2012-13 included a once off payment of £3000 towards the cost of the revision of Safeguarding Policies across Greater Manchester by a commercial company (Tri.x) Policies. This 'extraordinary' expenditure offsets the reduction in income for 2013-14.
- With one exception (set out above) all partners have confirmed their contributions at 2012-13 levels commit to the same level of support as in 2012-13.

- Projected expenditure against cash income is set out in table 3.

	<b>Forecast 2013-14</b>
Cost of TSCB Manager (1 additional day)	9,392
Increased Banding TSCB Manager	1,000
Admin Support Training	3,918
Training costs	18,000
Development Days/External Review	1,500
Independent Chair	15,000
CDOP contribution	13,666
Printing costs	200
Website Costs	1,000
Pan Manchester Admin post	2,000
<b>Total Expenditure against cash income</b>	<b>65,676</b>
<b>Table 3: Projected expenditure against cash</b>	



## GLOSSARY

A&E	Accident and Emergency
AGMA	Association of Greater Manchester Authorities
AUP	Acceptable Use Policies
CAADA	Coordinated Action against Domestic Abuse
CAF	Common Assessment Framework
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CDOP	Child Death Overview Panel
CIN	Children in Need
CSE	Child Sexual Exploitation
CTB	Children's Trust Board
CYP	Children and Young People
CYPS	Children and Young Peoples Services
GMP	Greater Manchester Police
GMSP	Greater Manchester Safeguarding Partnership
GMW	Greater Manchester West
ICT	Information Communication Technology
IRO	Independent Reviewing Officer
LADO	Local Authority Designated Officer
LSCB	Local Safeguarding Children Board
MARAC	Multi Agency Risk Assessment Conference
MARAT	Multi Agency Referral and Assessment Team
NSPCC	National Society for the Prevention of Cruelty to Children
PMA	Performance Management and Audit Committee
P&P	Policy and Practice Committee
SCR	Serious Case Review
SCRC	Serious Case Review Committee
SEAM	Sexually Exploited and Missing
SEN	Special Educational Needs
STP	Safer Trafford Partnership
TAB	Trafford Anti-Bullying
TMBC	Trafford Metropolitan Borough Council
TP&D	Training and Professional Development Committee
TSCB	Trafford Safeguarding Children Board
UHSM	University Hospital South Manchester
VCAT	Voluntary and Community Action Trafford
YOS	Youth Offending Service