Tameside Safeguarding Children Partnership

Annual Report

2025 - 2026



Tameside Safeguarding Children Partnership

J009885

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Foreword by Strategic Safeguarding Partners

We are pleased to present the 2025/26 Annual Report on behalf of Tameside Safeguarding Children Partnership (TSCP).

Over the past year, the partnership has continued its journey of improvement and started to build stronger foundations. Whilst we recognise that there remains important work to do, we are encouraged by the progress made to date. We extend our sincere thanks to the safeguarding workforce across all agencies for their professionalism, resilience, and personal commitment to keeping children and young people safe. Children and families continue to be placed at the heart of everything we do.

We remain committed to being open and transparent about the effectiveness of the arrangements for which we are jointly accountable. The appointment of permanent senior leaders across the system has provided greater consistency, strengthened accountability, and a renewed focus on collective priorities. Greater stability has supported stronger multi-agency collaboration and enabled the partnership to establish a clearer trajectory for improvement.

This report is more than a summary of activity undertaken throughout the year. It reflects our commitment to understanding the difference our work makes for children and families. Some of this has involved getting our arrangements in place regarding statutory safeguarding responsibilities, such as responding to incident notifications and holding ourselves to a higher standard in the robustness and quality of case reviews. Through a strengthened governance structure, enhanced scrutiny, and a culture of continuous self-assessment, we have improved our ability to identify strengths, challenges, and key learning.

During 2025/26, we have seen growing levels of maturity in our partnership working. Our assurance activity is starting to become more focused and coordinated, supported by a better understanding of the impact of services and enabling constructive challenge where improvement is required. While we recognise that measuring impact remains an ongoing area of development, a stronger platform is now in place to support this.

We recognise that effective safeguarding relies upon strong and purposeful relationships. Throughout the year, the partnership has focused on ensuring the right leaders and practitioners are involved in decision-making, fostering an environment that is both supportive and appropriately challenging. Our Independent Scrutineer continues to play a vital role in providing objective oversight, promoting accountability, and helping us maintain momentum in our improvement journey.

As we reflect on the year, we are increasingly confident in the direction of travel for the partnership. With greater leadership stability, stronger governance, and a shared determination to improve outcomes, we are creating the conditions for more effective safeguarding practice across Tameside. Together, we will continue to learn, improve, and strengthen our arrangements so that all children and young people feel safer, more supported, and able to thrive.

Looking ahead, Children's Social Care Reforms present a significant opportunity to strengthen Early Help, improve support for families, enhance multi-agency collaboration, and ensure children receive the right help at the right time.

Jill Colbert OBE
Strategic Director of Children's Services
Tameside Metropolitan Borough Council

Zeashan Nasim
Chief Superintendent
Greater Manchester Police
(Appointed November 2025)

Anita Rolfe
Deputy Chief Clinical Officer
NHS GM Integrated Care
(Appointed July 2026)

Independent Scrutiny

Independent Scrutiny has remained a consistent and valued feature during 2025/26, providing continuity, challenge and assurance in support of effective multi-agency safeguarding arrangements.

There is evidence that the partnership has made positive progress during the reporting period. Increased leadership stability, strengthened governance arrangements and improved partner engagement have contributed to an enhanced partnership environment. A commitment of safeguarding partners to strengthening local arrangements has been evident throughout the year.

Strategic discussions increasingly demonstrate greater focus on assurance, risk, learning and improvement. Progress has also been evident in the partnership's approach to learning from practice and review activity. Positive feedback from the Child Safeguarding Practice Review Panel provides added confidence on the quality of review activity undertaken.

A dedicated TSCP Development Session created an opportunity for partners to reflect collectively on leadership, accountability, safeguarding practice and partnership effectiveness. The willingness of agencies to engage openly, share learning and contribute to future planning, demonstrates improving maturity within local safeguarding arrangements and a growing investment in collective responsibility.

Stronger representation and engagement from partners is starting to enhance the quality of strategic discussion, decision-making and challenge. This has contributed to a greater level of confidence in the effectiveness of local safeguarding arrangements and the collective ability of partners to respond to emerging issues and risks.

The challenge for the year ahead is to build on the foundations by strengthening the partnership's ability to evidence effectiveness, measure impact and demonstrate the difference safeguarding arrangements make to children and families across Tameside. Further development of performance information, quality assurance and evaluation processes are needed to support the next phase of improvement.

The departure of a previous Independent Scrutineer has led to the successful appointment of Marianne Huison. Marianne joined Tameside in April 2026 and brings a wealth of knowledge and experience to the role. The transition has provided an opportunity to further strengthen the approach to scrutiny, ensuring that activity focuses on areas where it can add the greatest value.

Introduction

The Annual Report covers the period April 2025 to March 2026 and provides the opportunity to share and reflect on activity, outcomes and the effectiveness of local arrangements. It is important to consider the system-wide approach to how agencies work together, with a focus on best practice and where learning for improvement is identified.

Statutory safeguarding partners have an equal and joint duty to ensure effective safeguarding arrangements are in place in relation to a local authority area in England. The Children Act 2004 (as amended by the Children and Social Work Act, 2017) named the partners as: (a) the local authority (b) an integrated care board for an area any part of which falls within the local authority area (c) the chief officer of police for an area any part of which falls within the local authority area.

Full consideration has been given to reflect and review existing arrangements to align partnership activity to requirements set within Working Together to Safeguard Children 2023 (WT23).

The Lead Safeguarding Partners (LSP) as set out in WT23, are the Chief Executive of Tameside Metropolitan Borough Council; Chief Constable of Greater Manchester Police; and Chief Executive of NHS Greater Manchester. They are accountable for the multi-agency safeguarding arrangements.

The Delegated Safeguarding Partners (DSP) are responsible for the implementation of arrangements and are the Director of Children's Services; Chief Superintendent of Greater Manchester Police; and the Chief Nurse NHS GM (further delegated at local level).

Statutory safeguarding partners have continued to discharge their duties throughout 2025/26. There are appropriate safeguarding governance systems in place for discharging duties and functions in line with the following key legislation:

- Care Act 2014
- Children Act 1989 and 2004
- Children and Social Work Act 2017
- Working together to Safeguard Children 2023

It is important to ensure the partnership creates an inclusive environment and a governance structure that reaches far beyond the statutory partners and seeks the views and experiences of children, as well as expanding membership to a range of services and agencies, including Education, Probation Service, health provision and the voluntary, community and faith sectors. TSCP acts as a strategic leadership group in supporting and engaging partners to agree ways to coordinate effective safeguarding services and implement local and national learning.

Summary

Effective safeguarding arrangements rely on building successful and sustainable working relationships. To achieve positive outcomes this requires a joint commitment and contribution of strategic leaders, managers and staff who work directly with children, young people and families.

Engagement from statutory and non-statutory safeguarding partners has strengthened and there is growing evidence of a more relational approach to leadership and practice. Investment in partnership development activity has also supported stronger working relationships between agencies, creating greater opportunities for collaboration, shared learning and the collective ownership of safeguarding priorities.

While there are encouraging signs of progress, partners recognise that the next stage of development must focus on evidencing the impact of partnership activity. This can start to be better assessed by strengthening quality assurance, performance and evaluation processes, that are essential in providing assurance on the overall effectiveness of arrangements. Learning activity has been informed by local priorities, quality assurance findings, safeguarding reviews and emerging themes from practice, helping to ensure it remains relevant to the needs of children, families and practitioners.

The partnership has strengthened its response and approach to the undertaking of statutory review activity. Local procedures for Child Safeguarding Practice Reviews have been reviewed and updated. Positive feedback has been received from the National Child Safeguarding Practice Review Panel on the undertaking of robust activity and the partnership's commitment to identifying learning from practice.

Whilst encouraging progress has been achieved, continued development is required to demonstrate how partnership activity is influencing practice, improving services and making a measurable difference to the lives of children and families.

Overall, TSCP is in a much stronger and emerging position than previous reporting periods. The foundations for improvement are now set, with a growing culture of collaboration and accountability.

Multi-Agency Safeguarding Arrangements (MASA)

TSCP continually reviews the effectiveness of its arrangements. A previous review of arrangements was undertaken following the updated WT23 guidance. A future review will take place to consider the published WT26 guidance.

Budget and Financial Contributions

During 2025/26 statutory safeguarding partners have undertaken a full review of the partnership budget and contribution profile. A decision was made to resolve matters associated with the expectation that a sizeable amount of partnership funding is made through a unit charge to schools.

This will result in a need to further review and amend the contribution profile to TSCP. The expected in-year shortfall of contributions, due to the removal of contributions from schools, will result in a future commitment from the local authority to increase its contribution accordingly.

The largest financial contribution to the partnership is now made by the local authority. TSCP receives a standard rate from the ICB, as the second largest contributor, followed by Greater Manchester Police. There is also a financial commitment from non-statutory partners.

Partnership Working

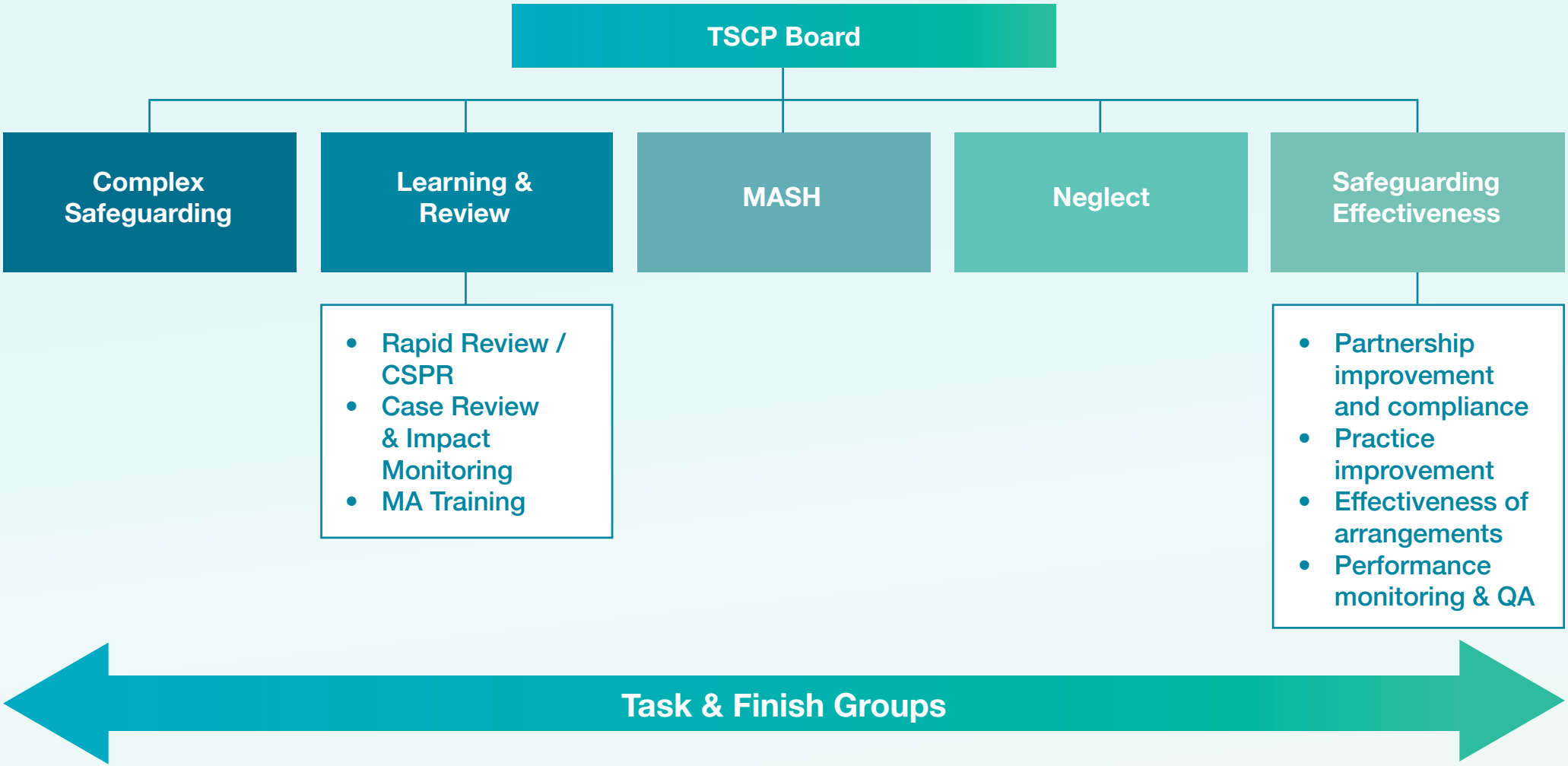
Partnership working is imperative to ensure TSCP is successful in safeguarding and improving outcomes for children, young people and families. Work is required to establish shared priorities across:

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

TSCP strategic priorities have been reviewed and agreed for the period 2025 to 2028.

Tameside Safeguarding Children Partnership
Governance Structure 2025 to 2028

Tameside Safeguarding Children Partnership



TSCP Strategic Priorities 2025 to 2028

- Partnership effectiveness, improvement, stability and maturity, in line with Working Together to Safeguard Children 2026
- MASH – Effectiveness of the Front Door, Multi-Agency response and application of Thresholds
- Neglect and Early Help – harm prevention, identification and response
- Complex Safeguarding
- Voice and engagement with children and families

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Multi-Agency Safeguarding Practice

Training and Development

Supporting a confident, skilled and reflective workforce remains central to the effectiveness of Tameside's safeguarding arrangements. During 2025/26, TSCP has continued to strengthen the multi-agency learning and development offer. Training remains responsive to local safeguarding priorities, emerging practice issues and learning identified through reviews, audits and partnership activity.

Throughout the year, 59 multi-agency training sessions were delivered, with 1,155 practitioners attending from across Children's Services, Health, Education, Early Help, the Voluntary, Community and Faith Sector and other partner organisations. Alongside the core training programme, practitioners have continued to access learning resources through the Virtual College, a commissioned online platform.

The training offer reflects a broad range of safeguarding priorities across the partnership. Learning opportunities includes courses such as:

- Trauma-Informed Practice
- Professional Curiosity
- Understanding Exploitation
- Reducing Parental Conflict
- Missing from Home
- Safeguarding Infants
- Graded Care Profile (GCP2)

Training was delivered through a combination of face-to-face learning, virtual training and lunchtime learning events, helping to maximise accessibility and multi-agency participation.

The Learning and Development Framework has continued to provide a structure for identifying workforce development needs and ensuring that learning opportunities are aligned with partnership priorities. This has enabled TSCP to take a more strategic approach to learning and development, ensuring that training activity is increasingly informed by local demands, emerging risks and learning from practice.

Alongside the multi-agency training programme, TSCP has continued to promote the Virtual College platform as part of its wider learning and development offer, providing flexible and accessible safeguarding learning opportunities for practitioners across the partnership.

Increased promotion and awareness of the platform during the year has supported wider engagement across agencies, enabling practitioners to access online learning at a time and pace that meets their professional development needs. Practitioners have completed training across a broad range of safeguarding topics.

Virtual College is increasingly being accessed as part of a more coordinated approach to workforce development across non-statutory agencies. The platform has started to strengthen access to learning for sectors that may not always be able to attend face-to-face training and supports a broader reach. Investment in the Virtual College will continue into 2026/27.

Alongside the development of the training offer, TSCP has utilised the Kirkpatrick Evaluation Model to strengthen how the impact of learning is assessed across the partnership. Whilst this work is in the early stages, it marks an important step forward in moving towards a greater understanding how learning influences professional behaviour, multi-agency practice and ultimately outcomes for children and families.

Case Review Activity

The responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a local level with the safeguarding partners. Safeguarding partners must:

- Identify and review serious child safeguarding cases which, in their opinion, raise issues of importance in relation to their area.
- Commission and oversee the review of those cases if they consider it appropriate.

CSPR procedural guidance outlines the processes for identifying serious child safeguarding cases, making notifications to the Child Safeguarding Practice Review Panel, conducting Rapid Reviews, the commissioning and publication of local CSPRs, where required.

Statutory guidance sets out the role of safeguarding partners to establish this multi-agency system of learning and reflection locally. Reviews are designed to prevent or reduce the risk of recurrence of similar incidents. Safeguarding partners have a shared responsibility for ensuring that Rapid Reviews and CSPRs lead to effective learning that drives practice change.

There are three key stages in the process of learning from serious incidents:

- Serious incident notification to Child Safeguarding Practice Review Panel shared with Ofsted and the DfE.
- Rapid Review which should be completed within 15 working days of notification.
- Consideration of a local CSPR or national review.

Within the local CSPR process, there is the expectation to consider how families and, where appropriate, children, can be involved in and contribute to the review. This helps provide a valuable opportunity for them to share their views and lived experiences. These insights can highlight how services were perceived and how agencies engaged with the family, offering a perspective that may not have been captured in the professional records.

The TSCP Learning & Review Strategic Group oversees the partnership approach to how actions are monitored and to expedite learning. Learning briefings are communicated along with links to full reports of practice reviews. Practitioner learning events and resources are provided to support engagement with front line practitioners.

During 2025/26 the partnership has received and screened five Serious Incident Notification referrals. Statutory safeguarding partners convened on each occasion and agreed that criteria for Rapid Review were met for three of the cases.

Three Rapid Reviews were initiated and completed during 2025/26. All reviews were completed in a comprehensive and timely manner and were submitted to the Child Safeguarding Practice Review Panel within statutory timescales. The partnership has received positive feedback with comments that the reviews are robust and well considered, supported by detailed action plans.

The National Panel agreed with outcome decisions from each of the Rapid Reviews. TSCP determined that criteria for a Child Safeguarding Practice Review was met from one of the Rapid Reviews.

Throughout all review activity the processes have been comprehensively managed and received positive engagement and commitment from local safeguarding partners.

As part of the Rapid Review process, and in preparation for the CSPR, the partnership has received immediate learning and actions identified by single agencies, to take forward. It will remain incumbent on each agency to own, deliver and monitor progress against actions, with a heightened level of accountability and assurance that internal monitoring and governance arrangements support improvement and aim to protect and promote the welfare of children.

Child Safeguarding Practice Reviews (CSPR)

TSCP has commenced the undertaking of one CSPR during 2025/26. Timescales show that the CSPR will be concluded in 2026/27. The partnership has appointed an experienced Independent Reviewer to undertake the review.

TSCP does have some outstanding CSPRs which have carried forward from previous years. Progress monitoring is undertaken by DSPs and TSCP Board. A comprehensive and forensic review has been undertaken of all outstanding CSPR activity. This is to establish and ensure that suitable and appropriate steps are taken for the reviews to be concluded in a way that is most fitting for our children and families. Some of this work has required a need to seek and commission new independent support and advice to assess and determine the correct course of action.

Response to learning actions

During the year, the partnership has strengthened the response to identification of both single-agency and multi-agency learning and actions. Learning from reviews has been shared through practitioner events, briefings, newsletters and wider workforce development activity, supporting greater awareness of safeguarding themes across agencies.

There is increasing evidence that learning is being discussed and considered more consistently across the safeguarding system. However, the partnership recognises that the next stage of development requires a stronger understanding of how learning is disseminated and is influencing frontline practice and contributing to improved experiences for children and families.

One example is the partnership response to learning from a Rapid Review, which highlighted the need to strengthen practitioner understanding of trauma-informed approaches when working with children, young people and families affected by substance misuse.

In response, TSCP coordinated and delivered a multi-agency Trauma-Informed Drug and Alcohol training programme, with the support of a locally commissioned provider Change, Grow, Live (CGL). The sessions aimed to support practitioners in recognising the impact of trauma and understanding how this may influence individual experiences, engagement with services and long-term outcomes.

This work demonstrates a shift towards a responsive learning model, where training is commissioned and developed swiftly and directly in response to identified learning. Evaluation from the programme has been encouraging, with 91% of participants reporting increased confidence in applying trauma-informed approaches within their professional practice.

Quality Assurance and Performance

Strengthening the partnership's ability to understand and evaluate safeguarding effectiveness has remained a key area of focus throughout the reporting period. Quality assurance activity has continued through statutory audit processes that include the Section 11 and Section 175 audits, which have continued to demonstrate a strong level of compliance across partner agencies.

Education continues to play a significant role within Tameside's safeguarding arrangements, contributing to both operational safeguarding activity and partnership assurance processes. The partnership has sought assurance on the undertaking of the local Section 175 Education safeguarding audit.

The audit achieved a return rate of 97%, providing strong assurance regarding engagement from schools and education providers across the borough. Analysis of the self-assessment returns identified areas requiring further development related primarily to Operation Encompass, safer recruitment processes, Early Help engagement, safeguarding training, online safety and policy updates aligned to Keeping Children Safe in Education requirements.

Education safeguarding arrangements within the Local Authority are beginning to strengthen and the partnership will maintain a level of sufficient assurance oversight.

Voice of Children and Young People

Listening to and understanding the experiences of children and young people remains central to effective safeguarding. During 2025/26, TSCP has introduced more discussions around strengthened its focus on ensuring lived experience informs partnership learning, quality assurance and service improvement. Learning from reviews, audits and reflective practice increasingly considered both the support provided and the impact it had on children and families.

Partnership development activity reinforced the importance of ensuring children's voices influence safeguarding arrangements, decision-making and service planning. There is growing recognition that effective safeguarding should be measured not only through performance data, but also through children's experiences, whether they feel listened to, and the difference services make to their lives.

While progress has been made, further work is needed to strengthen understanding of the experiences of children who are supported through a variety of pathways. Looking ahead, TSCP will work with the Independent Scrutineer to strengthen assurance around how children's voices are captured and used across agencies, ensuring lived experience remains central to partnership improvement and future reporting.

The importance of children's voices is a recurring theme within learning, quality assurance and partnership development activity. Learning from reviews, audits and reflective practice discussions have increasingly sought to consider not only what services did, but how children and families experienced the interventions and whether support was making a meaningful difference to their lives.

Responding To Priority Areas

Neglect

Neglect continues to be one of the most significant safeguarding challenges affecting children and families in Tameside and remains a key priority for the partnership. During 2025/26, TSCP has strengthened its focus on improving the identification of, and response to, neglect through both workforce development and strategic partnership activity.

Building on work undertaken last year, the rollout of Graded Care Profile 2 (GCP2) training has continued across partner agencies, supporting practitioners to develop greater confidence and consistency in assessing and responding to concerns relating to neglect. The training has provided a shared framework for practitioners, helping to promote a more consistent understanding of a child's lived experiences and supporting effective multi-agency intervention where concerns are identified.

The establishment of the Neglect Strategic Group will strengthen partnership ownership for this priority area and create improved opportunities for collaboration, challenge and collective oversight. The aim is to provide stronger foundations for a more consistent multi-agency response to neglect and support the partnership's ambition to identify concerns earlier, improve assessment and intervention, and reduce the long-term impact of neglect on children and young people.

Partnership Effectiveness – Information sharing and embedding learning

TSCP has continued to strengthen how information, learning and good practice are communicated across the partnership. In addition to regular newsletters, training events and digital resources, the partnership has focused on creating more opportunities for professionals to come together to reflect on practice and strengthen multi-agency understanding.

A positive example of this is the practitioner and leadership learning events that were held as part of the evidence gathering stage of the recent CSPR. The events brought together practitioners, managers and strategic leaders from across the partnership in a safe and reflective environment to explore systems, practice and learning. The approach encouraged openness, professional reflection and a strengths-based discussion about what supports effective safeguarding and what can be improved.

Delivering these events demonstrated the partnership's commitment to developing a learning culture that focuses on understanding practice, strengthening systems and embedding improvement rather than attributing blame. Practitioners and leaders were able to contribute their knowledge and experience to help identify areas of good practice, barriers to effective working and opportunities for change.

There is growing evidence of an evolving culture that values openness, reflection and shared learning. Professionals have had increased opportunities to learn from one another, understand different agency perspectives and contribute to partnership improvement activity.

Moving Forward

TSCP commitment to children and families (updated June 2026).

As partners, we strive to ensure every child and young person grows up safe from harm, is supported by trusted adults and empowered to reach their full potential.

Together, working with and alongside our communities, we will be bold and compassionate for children and families. We will hear their voices, stand alongside them, and aim to create lasting change that allow children in Tameside to feel safe, dream big and thrive.

There has been a sustained and collective effort to strengthen the foundations of the partnership, resulting in more robust governance arrangements, greater stability and participation of safeguarding partners. The developments have allowed the approach to seeking collective assurance to become more structured.

The partnership has delivered several development sessions and learning events which have further reinforced a shared understanding of priorities and a multi-agency commitment to delivering meaningful change. In recognition of emerging risks and identified learning, the partnership priorities were refreshed in September 2026. There is an identifiable need to increase the emphasis on Neglect and Complex Safeguarding workstreams.

TSCP strategic priorities will remain under regular review and continue to provide a framework for strategic leadership, assurance and improvement activity.

TSCP Strategic Priorities

- Partnership effectiveness, improvement, stability and maturity, in line with Working Together to Safeguard Children 2026
- MASH effectiveness, including the front door, multi-agency decision-making and the application of thresholds
- Neglect and Early Help, focusing on prevention, early identification and effective intervention
- Complex Safeguarding
- Voice, participation and engagement of children, young people and families

The Partnership recognises the importance of maintaining a culture of constructive challenge, professional curiosity and shared accountability, whilst also recognising and promoting effective practice and successful multi-agency collaboration.

Looking ahead, TSCP will continue to strengthen its assurance framework through the development of a comprehensive multi-agency performance dataset. Improvements in intelligence, performance information and quality assurance activity will provide greater assurance regarding the effectiveness of local safeguarding arrangements and support informed challenge and continuous improvement.

Plans are in place to fully assess the range of multi-agency quality assurance work that is already taking place and to better understand how this is being collectively reviewed and assessed regarding findings and impacts.

Future developments will include a full review and implementation of an updated Neglect Strategy. This will consider how we work with children and families to achieve an earlier identification and response to neglect.

The Complex Safeguarding group has been re-established and will place a significant amount of its attention on strengthening local arrangements, including the responsiveness and effectiveness of the local support offer to children at risk of exploitation or associated harm. Part of this will be framed around learning and recommendations from the recent CSPR and action plan from a Peer Review of Tackling Child Exploitation.

A significant amount of work is already well underway in supporting Tameside's preparedness to deliver Children's Social Care Reforms and the three key strands.

- Family Help
- Multi-Agency Child Protection Teams (MACPT)
- Family Help Decision Making (FHDM)

The partnership will also seek to expand opportunities to strengthen participation that allows children, young people and families to influence, shape and co-design the services and support they receive. Assurance activity must now start to test the system-wide approach to participation.

Whilst cultural change can be difficult to measure, there are positive indicators that partnership relationships are strengthening and that safeguarding partners are increasingly working together to understand risk, address challenges and drive improvement. Feedback from partners has highlighted stronger relationships, increased openness to challenge and a growing recognition that safeguarding outcomes are best achieved through shared responsibility and collective action. It is expected that the partnership can now start to measure and report on its success to deliver against agreed priorities.

Appendix 1

ICB Statement of Assurance

During 2025-26 NHS GM continued to safely discharge its statutory duties in relation to the safeguarding of children, young people and adults as outlined in national guidance. The Chief Executive holds organisational safeguarding accountability and is supported by our Executive Lead who was the Chief Nursing Officer until 1st January 2026 when, as part of the ongoing NHS Reforms, this formally transferred to the Chief Clinical Officer. The organisational leads were supported by the Deputy Chief Nurse and the Associate Director of Safeguarding, who provided strategic system leadership and oversight of safeguarding assurance. Statutory safeguarding delivery continued to be supported through the locality Associate Directors of Quality and Safety and delivered by Designated Safeguarding Teams in each of the ten GM localities.

NHS GM continued to embed and deliver the NHSE Safeguarding and Accountability and Assurance Framework (SAAF 2024) strengthening our approach to governance, assurance and improvement. SAAF implementation audits and the NHSE Safeguarding Clinical Audit Tool (SCAT) were routinely reviewed through internal governance structures and informed provider assurance, risk identification, strategic commissioning and improvement planning.

NHS GM has established infrastructures to support learning from Safeguarding Adult Reviews, Child Safeguarding Practice Reviews and Domestic Homicide Reviews and has continued to draw upon national learning, reviewing relevant findings from national panel reports, and independent inquiries. Key themes have been used to support system assurance and learning such as extra familial harm, neglect, sexual abuse and the impact of parental vulnerabilities. These have informed local safeguarding discussions and improvement actions with providers and partners. NHS GM supported system learning and improvement across partnership arrangements.

NHS GM has maintained their statutory duties as an equal statutory safeguarding partner across all ten GM localities, working jointly with Local Authorities and the Police as required by Working Together to Safeguard Children (2023) for our Safeguarding Children Partnerships. Our Chief Executive is the Lead Safeguarding Partner (LSP) and our Chief Clinical Officer is the Delegated Safeguarding Partner (DSP).

The Multi Agency Safeguarding Arrangements (MASA) for each locality were published in 2024 and included in the NHS GM 2024/25 Annual Report (nhs-gm-safeguarding-annual-report-2024-25-final-v2.pptx). MASA arrangements do not require annual republication unless substantively revised, and as two localities refreshed them in 2025/26, MASA links are not included in this year's report. This approach remains fully compliant with statutory expectations.

NHS GM is a statutory partner for the GM Adult Safeguarding Boards across our localities working with statutory partners to deliver our statutory safeguarding adult duties.

The ICB has maintained robust strategic, clinical and professional leadership during 2025-26 which has continued during the formal transition of the Executive Lead for Safeguarding from the Chief Nursing Officer to the Chief Clinical Officer in January 2026. NHS GM has upheld robust statutory safeguarding assurance processes across all commissioned and independent providers, monitored safeguarding risks through established governance structures, and contributed proportionately to multi agency safeguarding arrangements. This demonstrates that NHS GM continues to fulfil its statutory duties and support safe, effective and collaborative clinical safeguarding practice across the Integrated Care System.

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