



# GLOUCESTERSHIRE SAFEGUARDING CHILDREN PARTNERSHIP

2025

Partner  
Representatives  
Induction Pack



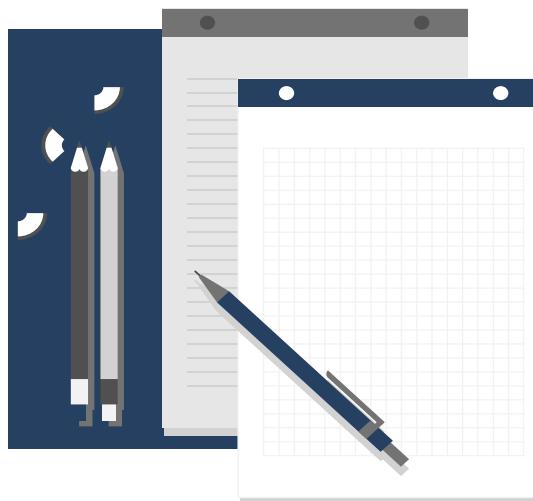
Gloucestershire Safeguarding Children Partnership

# Gloucestershire Safeguarding Children Partnership



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## Foreword

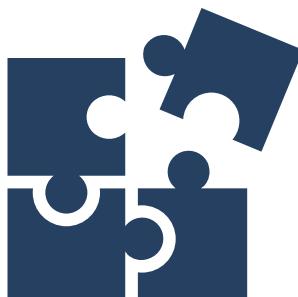
Working Together to Safeguard Children places a ‘shared and equal duty’ on NHS Gloucestershire Integrated Care Board, Gloucestershire Constabulary and Gloucestershire County Council for local arrangements. We embrace those responsibilities and view this as a real opportunity to further embed child safeguarding considerations across our own agencies and the wider local Partnership under the banner of the “Gloucestershire Safeguarding Children Partnership” (GSCP).

Our [Published Arrangements](#) allow us to both build on best practice and to develop our own local approach. Learning from past incidents and embedding that learning within our organisations are matters that can develop along local lines reflecting Gloucestershire's collective commitment towards a trauma informed and restorative approach to practice, informed by the learning from ACEs. Our arrangements will continue to develop as confidence increases. We welcome the contribution of our Partners, stakeholders and community to what we would hope is an ongoing and rich conversation.

We all share the same aim; namely, that the safety, health, welfare and wellbeing of our children and young people is secured and that we remain open to learning and improving in order to deal with the many challenges and opportunities presented by a rapidly changing world.

In taking on a role as a Subgroup Chair or as a Representative of your agency or organisation within the GSCP structure you are taking on a safeguarding leadership role as a key member of the Safeguarding Partnership. This induction pack will set out what that will entail for you and what you can expect from us.

Safeguarding though remains ‘everybody’s business’ and we thank you for your continued support, hard work and commitment.



## The Lead Safeguarding Partners (LSP's)



Gloucestershire Safeguarding Children Partnership



**Jo Walker**

Chief Executive

Gloucestershire County  
Council



**Sarah Truelove**

Chief Executive

NHS Integrated Care  
Board



**Maggie Blyth MA, BA  
(Hons)**

Interim Chief  
Constable

Gloucestershire  
Constabulary

## The Delegated Safeguarding Partners (DSP's)



Gloucestershire Safeguarding Children Partnership



**Richard Ocone:**  
Assistant Chief Constable  
Gloucestershire  
Constabulary  
Chair of the GSCP Executive



**Marie Crofts:**  
Chief Nursing Officer  
Gloucestershire Integrated  
Care Board



**Kirsten Harrison:**  
Director of Education  
Gloucestershire County  
Council



**Ann James:**  
Director of Children's  
Services  
Gloucestershire County  
Council



**Ruth Greenwood**  
Chief Executive Officer  
Office of the Police and  
Crime Commissioner



## 1.0 Background

- 1.1 Working Together to Safeguard Children<sup>1</sup> is the key statutory guidance for local partner agencies to ensure children are kept safe from harm. Within the guidance, safeguarding and promoting the welfare of children is defined as:
  - Protecting children from maltreatment.
  - Preventing impairment of children's health or development.
  - Ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
  - Taking action to enable all children to have the best outcomes.
- 1.2 The amendments to the Children Act 2004 introduced by the Children and Social Work Act 2017, establish three Safeguarding Partners with a 'shared and equal duty' to make arrangements to work together, and with other Partners locally, to safeguard and promote the welfare of all children in their area.
- 1.3 The GSCP holds a watching brief over the statutory Child Death Review requirements. The Child Death Review Partners for Gloucestershire are:
  - Gloucestershire County Council.
  - NHS Gloucestershire Integrated Care Board.
- 1.4 The three Safeguarding Partners co-ordinate their safeguarding services and engage the wider range of Partners who are considered to be Relevant Agencies. Relevant Agencies are those organisations and agencies whose involvement the Safeguarding Partners consider may be required to safeguard and promote the welfare of children.

### Relevant Agencies:

- local authority - adult social care services, public health, housing, sport, culture and leisure services, licensing authorities and youth services
- NHS organisations and agencies and the independent sector, including NHS England and General Practitioners
- Police and Crime Commissioner
- British Transport Police
- National Probation Service
- Governors/Directors of Prisons and Young Offender Institutions (YOIs)
- Directors of Secure Training Centres (STCs)
- Youth Offending Teams/Services (YOTs)
- All six Gloucestershire District Councils
- HM Court Services
- Crown Prosecution Service
- National Probation Service
- Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company
- CAFCASS
- Gloucestershire Health & Care Services
- General Practitioners Representative
- Gloucestershire Hospitals NHS Foundation Trust
- Southwest Ambulance Service Foundation Trust
- All Special Schools, Primary Schools, Secondary Schools, private or faith-based schools, Further Education and any other school setting required to operate under Keeping Children Safe in Education guidance.
- Gloucestershire Fire & Rescue Service
- Gloucestershire Diocese
- All Private or Voluntary Sector agency with a function relating to children or families
- Any commissioned organisation or company with a function relating to children or families

<sup>1</sup> This refers to the most recent publication of the [Working Together to Safeguard Children Statutory Guidance](#)

## 2.0 The Role of the GSCP



2.1 There is no defacto body or legally defined organisation called the GSCP, the GSCP is a partnership of all the agencies mentioned previously, operating collectively under legislative guidance and within a structure that enables joint working between agencies, to fulfil those legislative duties. As a Partnership there are joint legislative responsibilities requiring clear policy and procedural arrangements under the heading of the GSCP. To fulfil this work there is a requirement for the GSCP to publish its arrangements and have a suitably resourced Business Unit to undertake a secretariate and management role on behalf of the collective partnership.

2.2 The GSCP, with any relevant agencies, will support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted. Monitoring and evaluating the effectiveness of what is done by the Partnership and all Relevant Agencies, individually and collectively to safeguard and promote the welfare of children.
- Partner organisations and agencies understand their shared and equal duty, collaborate, and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Organisations and agencies challenge appropriately and hold one another to account effectively.
- There is early identification and analysis of new safeguarding issues and emerging threats.
- The timely undertaking reviews of serious cases informs practice across the Partnership.
- Partners ensure that there are systems in place for learning from national and local experience and research, and that any lessons learned are applied to practice and policy development.
- Partners holistically monitor data and ensure action is taken to address identified concerns.
- Information is shared effectively to facilitate more accurate and timely decision making for children and families.
- Policies, procedures, protocols, and guidance for safeguarding and promoting the welfare of children in the local area are in place, accessible and up to date.
- Be assured that the local authority has a suitable process for the management of allegations against people in a position of trust, and that all Relevant Agencies have clear policies for dealing with allegations against people who work with children.
- Publish a robust and transparent annual report.

2.3 A [Scheme of Delegation](#) has been developed setting out the responsibilities and accountabilities for the Executive, Management Group and Subgroups to ensure decisions are taken at the most appropriate level and subject to effective oversight. On occasion an issue may arise which requires Partner agencies to work together through a Task and Finish Group in order to complete a discrete, time banded piece of work on behalf of the GSCP.

2.4 The GSCP is a key statutory mechanism for coordinating what is done by Partner agencies to safeguard children and promote their welfare in the local area. Being a representative with a seat on the GSCP as either an Executive Member, a Chair of a Subgroup or there to represent a Partner or Relevant Agency is to have a Safeguarding Partnership Leadership role in both the organisation in which you work and as an ambassador for partnership working across the GSCP.

### 3.0 Safeguarding Partnership Representation

3.1 “*Nothing is more important than children’s welfare. Children who need help and protection deserve high quality and effective support as soon as a need is identified. We want a system that responds to the needs and interests of children and families. In such a system, practitioners will be clear about what is required of them individually, and how they need to work together in partnership with others*”. Working Together to Safeguard Children.

3.2 All GSCP Agency Representatives with a seat at any GSCP meeting play a leadership role in enabling the Partnership to decide and implement clear policy and procedural arrangements to enable a multi-agency approach to safeguarding, whilst holding to account Partners or Relevant Agencies who may fall short in their own safeguarding arrangements or in their response to the Partnership local arrangements. It is a key role that requires the resource of time and commitment. All agencies should be aware of the time commitments representatives will have and ensure that their representatives have time and support to fulfil this vital role.

### 4.0 The primary role and function for members

#### 4.1 The Chair:



- Attend a planning meeting with the GSCP Business Support Officer to prepare the agenda, plan the discussion and decide essential aspects to be covered.
- Conducting the meeting efficiently by:
  - Opening the meeting, giving details of the background current situation and future developments.
  - Keeping the meeting to time.
  - Controlling the discussion.
  - Dealing effectively with all eventualities.
  - Follow up meeting with the GSCP Business Support Officer to ensure that the action and decision logs have recorded the meeting accurately.
- To hold members accountable for any actions, task and finish groups, etc. to ensure these are completed within the time frame set out in the meeting.

#### 4.2 Minute Taker/GSCP Business Support Officer:

- Meet with the Chair to agree the agenda and ensure it’s in a logical order and given adequate meeting time.
- Obtain all supporting material from previous minutes to support papers for the new agenda.
- Circulate the papers in good time.
- Keep an accurate record of agency attendance.
- Have all necessary papers available.
- Note down key points from the discussion, highlighting decisions and recording all actions within the action and decision logs.
- Assist the Chair and members in any point of governance or local arrangements.
- Ensure the meeting is recorded and all records are filed in line with the GSCP retention policy.
- Meet with the chair post meeting to review the draft minutes/decision log and actions.
- Distribute the minutes/decision and action log.
- Monitor progress of the actions, following up non-actioned items with the chair if necessary

- Complete any actions lead by the Business Unit.
- Provide support in setting up the initial meetings for any task and finish groups once attendees have been defined by the action lead (N.B BSO support will only be provided for the initial set up of a 'Task and Finish' meeting, GSCP Business Unit are unable to provide admin support for an initial 'Task and Finish' or similar working group meetings or follow up meetings. If further admin support is required, please request via email [gscp@gloucestershire.gov.uk](mailto:gscp@gloucestershire.gov.uk)).

#### 4.3 GSCP Agency Representative:

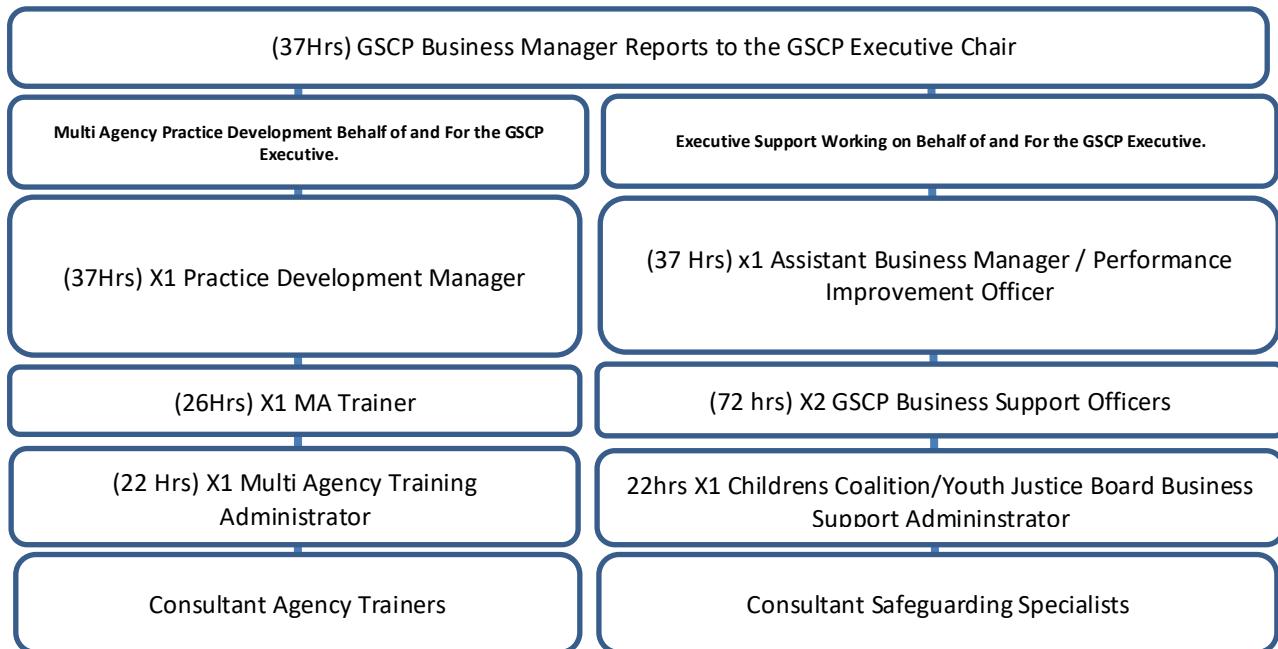
- Ensure that they are aware of and have read the GSCP Published Arrangements, in particular the Subgroup Terms of Reference, and Working Together to Safeguard Children Statutory Guidance.
- Be clear on, and carry out, their strategic role as a GSCP Agency Representative and the safeguarding leadership role they have.
- Allocate sufficient time to the work of the GSCP attending meetings as a priority or having a named, briefed deputy to attend.
- Speak with authority for the agency or organisation they represent and be able to request their organisation deploys resources to support safeguarding children's work by the allocation of financial or human resources.
- Ensure that staff and volunteers within their organisation are kept fully informed of the Partnerships work.
- Take decisions on behalf of their agency or organisation and commit them on policy, resourcing, and practice matters.
- Refer back to their organisation to account on all matters relating to safeguarding children and to recommend ways to implement necessary changes within their organisation.
- Hold their own agency or organisation to account on how effectively they participate and implement the local published arrangements.
- Take a lead on ensuring that learning is cascaded through their agency and organisation and hold their agency to account on measuring impact of that learning on practice.
- GSCP Agency Representatives have a duty of candour (open and honest transparency) by proactively bringing to the attention matters of high risk at the earliest opportunity.

#### 4.4

In order for organisations and practitioners to collaborate effectively, it is vital that every individual working as a representative on the GSCP is aware of the role that they have to play, the role of other professionals within the structure and the arrangements that set out the GSCP's approach to fulfilling the legal duties as set out in Working Together to Safeguard Children.

## 5.0 Support Available

### 5.1 GSCP Business Unit.



5.1.1 GSCP Agency Representatives can expect support to undertake their role from the GSCP Business Unit. The Business Unit is managed by the GSCP Business Manager who reports directly to the GSCP Executive Chair. Whilst employed by the local authority the Business Manager and the Business Unit work for and on behalf of all the Partners collectively and are not a GCC controlled unit.

5.1.2 The Business Manager and Business Units unique role representing the Safeguarding Children Partnership affords it the opportunity to provide the GSCP with a management hub for independent scrutiny and is responsible for the oversight and delivery of the following on behalf of the Executive:

- To lead and oversee the GSCP Published Arrangements under Working Together guidance ensuring all sections and responsibilities are clearly set out, are up to date and publicly available.
- Manage and be responsible for clear and coherent budget projection and ongoing budget management of behalf of the GSCP Executive ensuring the Executive is able to undertake its statutory duties in line with its Published Arrangements and Working Together, reporting in a timely manner when budget constraints may jeopardise that position.
- To provide professional advice and support to the chairs of the Executive, Management Group and all GSCP Subgroups, being the key and first point of contact for the GSCP agency representatives on matters relating to the GSCP's duties and responsibilities.
- Promote and develop successful and sustainable partnerships and joint working arrangements in line with Working Together and the GSCP Published Arrangements with all agencies named in the GSCP Published Arrangements.
- To provide impartial, professional safeguarding governance, legislative and policy advice to Partner agencies to keep them up to date with Partnership expectations, local, regional, and national developments in respect of safeguarding children.

- To manage, oversee, and deliver the GSCP's Published Arrangements for Independent Scrutiny including direction, support, and advice for the GSCP's Independent Scrutineer, advising them on local and national arrangements and ensuring the production of a yearly report for the Executive to be included in the GSCP annual report.
- To oversee and lead on GSCP Executive assurance and holding to account processes in keeping with the GSCPs Published Arrangements and key legislation. Coordinating, communicating, and holding to account at the direction, and on behalf, of the GSCP Executive.
- To ensure the effective day to day operational management of the GSCP structure including Executive, Management Group, and Subgroups (incl. Task and Finish Groups) ensuring compliance with statutory guidance, local arrangements, and best practice
- Leading on and ensuring the Partnership has a robust and sustainable data collection reporting process to inform and influence the GSCP Executive and its Subgroups in its activity and priorities.
- To manage and coordinate Local Child Safeguarding Practice Review processes, including Rapid Reviews and LCSPR's, including oversight and management of Partnership compliance and engagement both in and out of county and the publishing and compliance arrangements for LCSPR Reports.
- To support and oversee the counties Child Death Review Processes in support of the Child Death Overview Panel, ensuring the counties Child Death Review Partners have the capability and systems in place to meet their statutory duties.
- To manage and coordinate the Partnerships Section 11, EYFS Section 3 and KCSiE auditing processes ensuring publishable assurances reports are produced in line with the GSCP Published Arrangements.
- To ensure that the GSCP has an adequately supported and efficient multi agency audit process for the auditing of safeguarding cases under direction of the GSCP.
- Support agency representatives in the cascade of learning from review and audit processes.
- To lead on and manage the Partnerships multi agency Policies and Procedures arrangements for production, compliance, and review, including membership and 6 monthly review cycle of the Gloucestershire Child Protection Procedures.
- To manage and oversee the GSCPs Multi Agency Safeguarding Practice Development curriculum ensuring there is a sustainable and quality driven programme updated from national and local safeguarding reviews.
- To lead and facilitate the production of the annual report for the Executive ensuring compliance with Working Together and the National Child Safeguarding Practice Review Panels expectations for content and publishing.

## 5.2 Independent Scrutineer

5.2.1 The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases. This independent scrutiny will be part of a wider system which includes the independent inspectorates' single assessment of the individual Safeguarding Partners and the Joint Targeted Area Inspections.

5.2.2 The GSCP commission an Independent Scrutineer (IS) for a period of three to five years who works closely with the Business Unit. The Independent Scrutineer should consider how effectively the arrangements are working for children and families as well as for practitioners, and how well the Safeguarding Partners are providing strong leadership. The

Independent Scrutineer will provide an annual report to the Executive on the effectiveness of the Published Arrangements.

5.2.3 As part of that function the Independent Scrutineer will want to meet and talk to GSCP Subgroup Chairs and GSCP Agency Representatives periodically to understand the activity of the Partnership and its impact within all Partners and relevant agencies.

## 6.0 GSCP Structure & Meetings

6.1 [Structure Chart 1](#) shows the standard operating procedure for Subgroup Meetings. [Structure Chart 2](#). Sets out the meeting structure and oversight through independent scrutiny. [Structure Chart 3](#). sets out the GSCP key responsibilities and functions for each activity and level.

6.2 The Published Arrangements set out each meetings full Terms of Reference and responsibilities including frequency of meetings.

6.3 The Executive will meet for four formal meetings.

6.4 The Management Group meets eight times a year, meeting either side of the formal Executive meetings to feed into the Executive and take direction from the Executive. The Management Group is comprised of all the Subgroup Chairs and focuses on the activity undertaken through the subgroup structure whilst offering a peer support platform for Subgroup Chairs to tap into.

The seven subgroups have their own meeting schedules.

6.5 Policy and Procedures Subgroup – Meets twice a year to oversee policy updates for the procedural manual whilst ensuring local arrangements are reviewed and updated in a timely manner.

6.6 The Quality & Improvement in Practice Subgroup meets four times a year employing Task and Finish groups to undertake project-based activity in between those meetings. Virtual sign-off of reports can also be undertaken between meetings. It is within the QiiP where the GSCP Agency Representatives are selected for the SIN Decision Process under the GSCP LCSPR arrangements. These Representatives will meet as required to discuss a multi-agency decision on SIN threshold. (More Information is available in the LCSPR Process documentation).

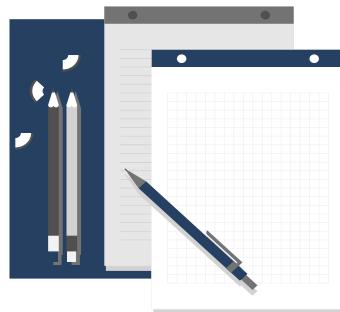
6.7 The Child Exploitation and Missing Subgroup meet four times a year undertaking project-based work within the meeting itself while also employing small Task and Finish groups to maintain progress against actions.

6.8 The Child Death Overview Panel meet six times a year with a clearly defined legislative process to fulfil under the [Child death review: statutory and operational guidance \(England\)](#).

6.9 The Districts Safeguarding Subgroup meet four times a year and hold a dual position as a Safeguarding Adults and GSCP Subgroup.

6.10 The Education Subgroup meet four times a year with a clear platform for the engagement of education and early years settings as relevant agencies.

6.11 The MASH Subgroup meet four times a year with a focus on thresholds and contact to the MASH environment. The Subgroup undertakes audit activity through the MASH Operational Board between meetings.

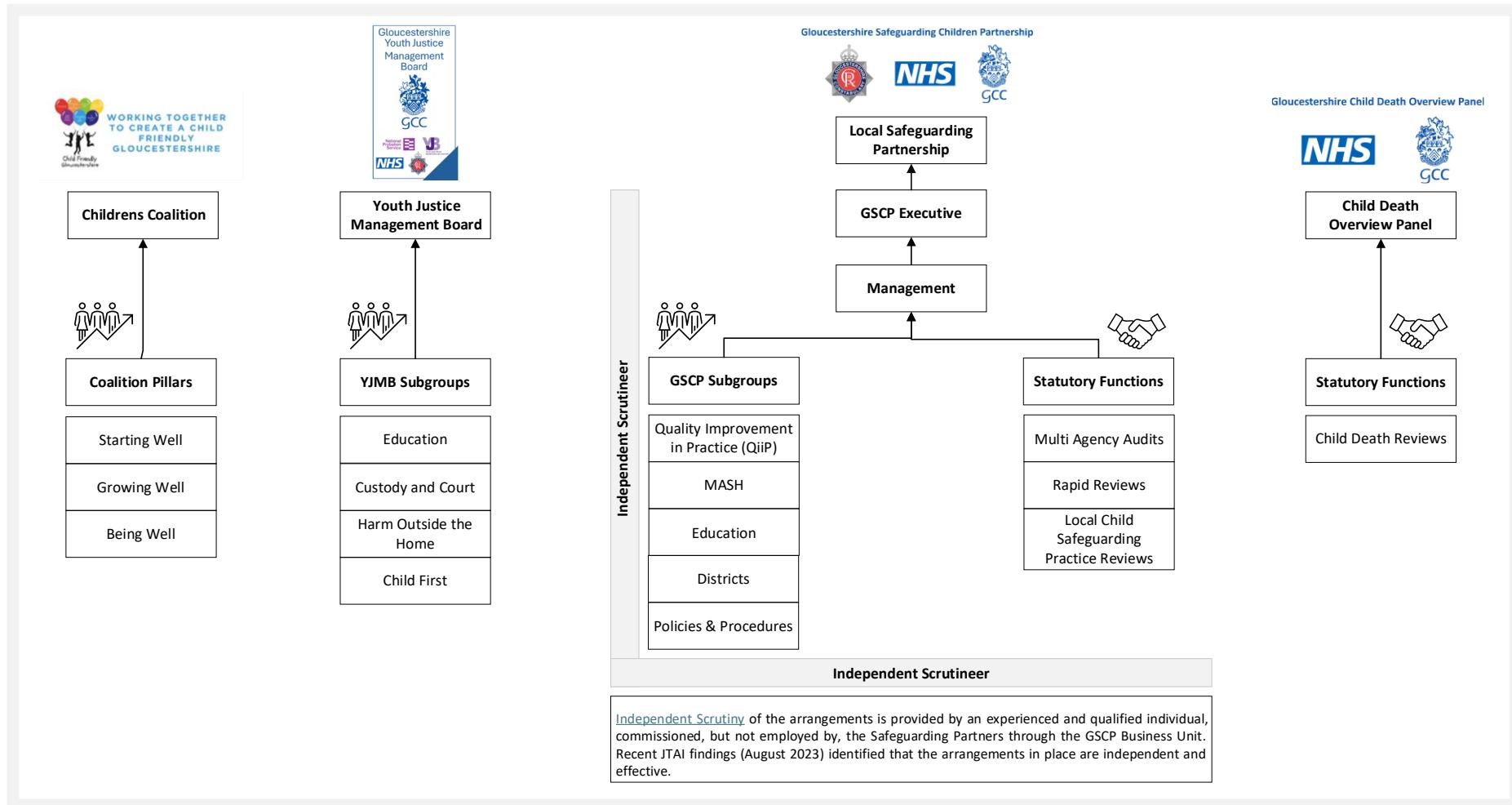


## Structure Chart 1

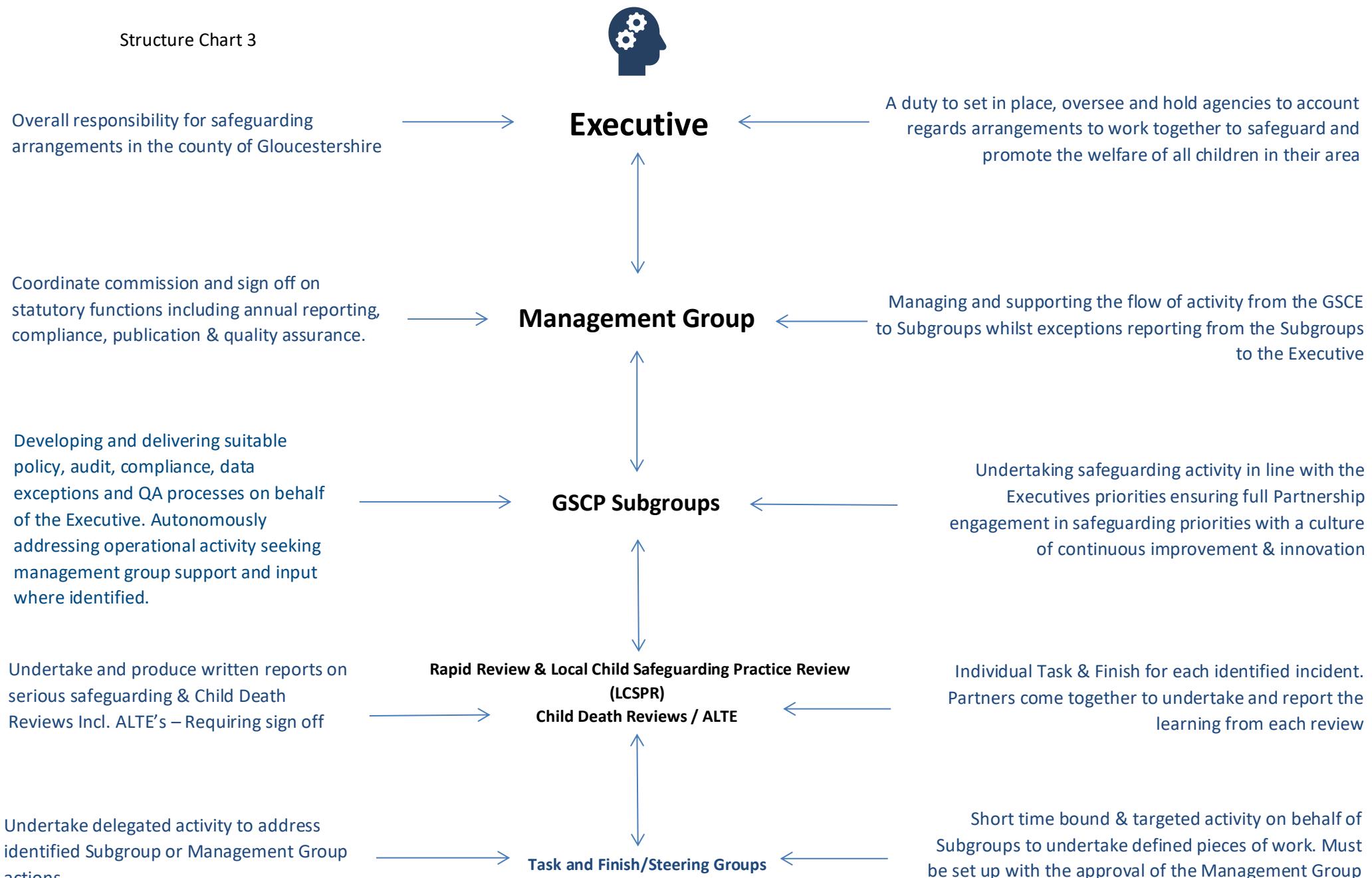
### Process of meetings



## Structure Chart 2



Structure Chart 3





## 7.0 GSCP Funding

7.1 “The Safeguarding Partners should agree the level of funding secured from each Partner, which should be equitable and proportionate, and any contributions from each relevant agency, to support the local arrangements”. Working Together to Safeguard Children

7.2 The GSCP is funded and resourced through the three Partner agencies with an annual budget of £398,198 as agreed and approved by the GSCP Executive. The GSCP budget is adequate to ensure the Partnership can meet its collective obligations. Gloucestershire Child Death Review Process holds an annual budget of £52,715.

7.3 The GSCP budget covers the following.

- Independent Scrutiny - **£19,500**
  - Independent Scrutineer
  - Scrutiny contingency
- Child Safeguarding Practice Reviews & Multi Agency Audit – **£17,100**
  - Child Safeguarding Practice Reviews – LCSPR, Rapid Review
  - Independent Chairs (RR and Audit)
  - Partnership Multi Agency Thematic and Case Audits,
  - S11 and S175 Audit costs
- MA Curriculum Platform - **£22,000**
  - Me Learning platform & eLearning licences.
  - Training Development
- Multi Agency Curriculum Delivery **£15,500**
  - Early Years Delivery
  - Tutor Led Training
  - Webinars / Shared Learning
- Gloucestershire Child Protection Procedures **£6,800**
  - Gloucestershire Multi Agency Procedure Manual

Business Support: Staff Salary, Training, Travel, and office costs **£378,785**

**Total** **£489,885**

<b>Contributor</b>	<b>Percentage of Overall Budget</b>
<i>Gloucestershire Integrated Care Board</i>	27.10%
<i>Gloucestershire Constabulary</i>	13.92%
<i>Gloucestershire County Council</i>	33.89%
<i>GCC Other – (Early Years Service &amp; Holiday Activity Fund)</i>	12.27%
<i>Education Settings</i>	9.26%
<i>Relevant Agencies</i>	3.55%
<b>TOTAL</b>	<b>100%</b>



## Key Contacts

<b>Title</b>	<b>Name</b>	<b>Email</b>	<b>Mobile Number</b>
GSCP Business Manager	Dave Jones	<a href="mailto:Dave.jones@gloucestershire.gov.uk">Dave.jones@gloucestershire.gov.uk</a>	07464 491632
GSCP Assistant Business Manager Performance Improvement	Lucinda Hillary	<a href="mailto:Lucinda.Hillary@gloucestershire.gov.uk">Lucinda.Hillary@gloucestershire.gov.uk</a>	07557 241032
Safeguarding In Education Team Manager	Georgina Summers	<a href="mailto:Georgina.Summers@gloucestershire.gov.uk">Georgina.Summers@gloucestershire.gov.uk</a>	07388 715833
GSCP Practice Development Manager	Isobel Dougan	<a href="mailto:isobel.dougan@gloucestershire.gov.uk">isobel.dougan@gloucestershire.gov.uk</a>	07825 340968
GSCP Statutory Review Coordinator	Sharon Thompson	<a href="mailto:Sharon.Thompson@gloucestershire.gov.uk">Sharon.Thompson@gloucestershire.gov.uk</a>	07388 714802
Safeguarding in Education Trainer	Shelley Bidmead	<a href="mailto:Shelley.Bidmead@gloucestershire.gov.uk">Shelley.Bidmead@gloucestershire.gov.uk</a>	07464 829538
GSCP Business Support Officer	Jem Brown	<a href="mailto:Jem.Brown@gloucestershire.gov.uk">Jem.Brown@gloucestershire.gov.uk</a>	07464 918110
GSCP Business Support Officer	Amy Tyler	<a href="mailto:Amy.Tyler@gloucestershire.gov.uk">Amy.Tyler@gloucestershire.gov.uk</a>	07552 288078
GSCP Practice Development Administrator	Leanne Santos	<a href="mailto:Leanne.Santos@gloucestershire.gov.uk">Leanne.Santos@gloucestershire.gov.uk</a>	07436040567
<b>Email</b>			
GSCP Invoices		<a href="mailto:gscpinvoices@gloucestershire.gov.uk">gscpinvoices@gloucestershire.gov.uk</a>	
Child Death Review Process		<a href="mailto:cdop@gloucestershire.gov.uk">cdop@gloucestershire.gov.uk</a>	
GSCP Business Unit		<a href="mailto:gscp@gloucestershire.gov.uk">gscp@gloucestershire.gov.uk</a>	
Gloucestershire Safeguarding In Education		<a href="mailto:gsep@gloucestershire.gov.uk">gsep@gloucestershire.gov.uk</a>	
GSCP Training		<a href="mailto:gscptraining@gloucestershire.gov.uk">gscptraining@gloucestershire.gov.uk</a>	
<b>Key Links</b>			
<ul style="list-style-type: none"> <li>• <a href="#">GSCP Website</a></li> <li>• <a href="#">GSCP Executive Published Arrangements</a></li> <li>• <a href="#">Gloucestershire Safeguarding Children Procedures</a></li> </ul>		<ul style="list-style-type: none"> <li>• <a href="#">GSCP Newsletter Subscription</a></li> <li>• <a href="#">Gloucestershire eCDOP</a> – Child Death Notifications</li> </ul>	
GSCP Independent Scrutineer – Appointed 01.04.2022		Mark Power	<a href="mailto:Mark.Power@gloucestershire.gov.uk">Mark.Power@gloucestershire.gov.uk</a>