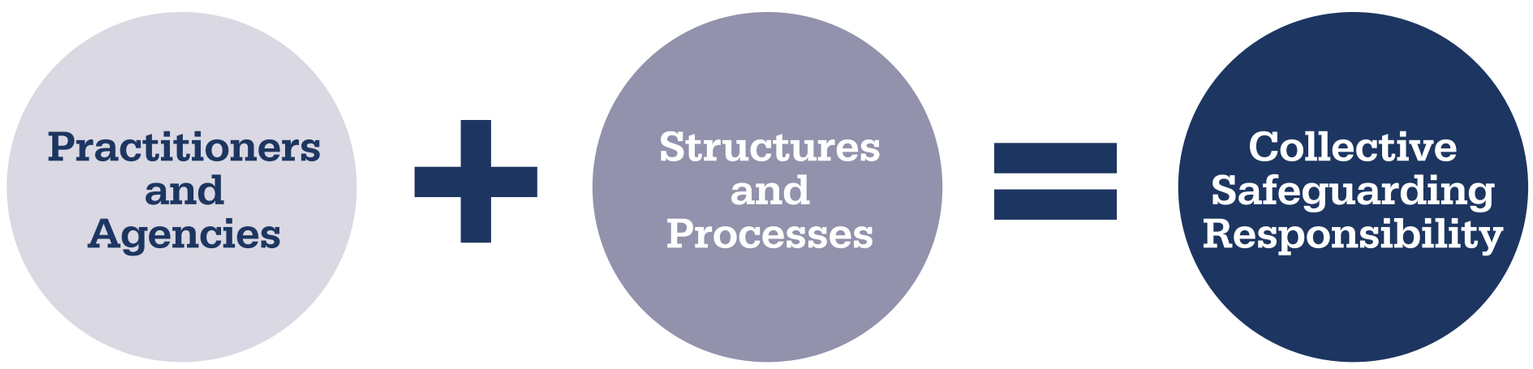
Manchester Metropolitan University

Collective Safeguarding Responsibility Model: The 12Cs

A framework to demonstrate the effectiveness of multi-agency safeguarding arrangements.

Authors: Emma Ball and Professor Michelle McManus





Moving from ‘everyone’s responsibility’ to a ‘collective responsibility’

12Cs: Practitioners and Agencies

1. Clarity

- All must have clarity of expectations of safeguarding process, including timeframes and responsibilities, within own role and partner agencies' remits.

2. Competence

- Practitioners must have investment into developing skills, experience and knowledge.
- Practitioners need the opportunity and space to reflect on learning.

3. Confidence

- Practitioners must have belief in their ability and skill set to fulfil their safeguarding role.
- Practitioners need the opportunity and support to build their confidence.

4. Capacity

- Practitioners must be provided with adequate time and resource to effectively fulfil their safeguarding duties.

12Cs: Structures and Processes

5. Congruence in Strategy to Operations

- Congruence between senior leadership level and the frontline.
- Implementation of policy should facilitate 360-degree, fluid exchange of communication.

6. Co-location & Cooperation

- Must establish, develop and sustain partner relationships.
- Relationships require investment – not an automatic by-product of 'everyone's responsibility'.

7. Culture of Inclusion, Transparency and Challenge

- All relevant agencies meaningfully included.
- Promotion and facilitation of ongoing, open dialogue.
- Professional challenge encouraged.

8. Cohesion between Services

- Must be alignment in safeguarding processes to enable seamless transitions between services.

9. Continuity, Consistency, Support and Stability

- Consistency in service delivery.
- Investment in current retention of staff and future recruitment.
- Appropriate support and supervision must be provided to staff.

10. Coordination of Data Collection

- Practice should be reflected in data and data should inform practice.
- Multi-agency data should be collected, collated, analysed and shared.

11. Collaboration Forums and Pathways

- Understanding the experiences of individuals and families is paramount to ascertaining effectiveness of safeguarding interventions.
- Must facilitate accessible opportunities for this feedback to inform service delivery.

12. Commitment and Creativity

- Creativity, innovation and a progressive approach are integral to collective safeguarding responsibility.
- Multi-agency Safeguarding requires ongoing commitment.

Collective Safeguarding Responsibility