

Salford City Partnership

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Foreword



This is the final year that we will publish an Annual Report as Salford Safeguarding Children Board (SSCB). The report for 18-19 will be published by the new partnership in accordance with the new Working Together to Safeguard Children 2018.

I am proud to have been the Independent Chair since 2014 and that the SSCB was judged good by Ofsted in 2015. We have continued to sustain improvements in safeguarding children through effective partnership working and I want to commend all members of the Board for their continued support in prioritising safeguarding children in the work of their agencies.

A key purpose of this report is to assess the impact of the work undertaken in 2017-18 on safeguarding outcomes for children and young people in Salford. Some positive highlights are:

- We have refreshed our Thresholds of Need and Response 2018. This now includes a Lead Professional Handbook.
- Our understanding of the impact of early help services is improving across the city. 642 families have been supported through Salford's multi-agency early help offer to sustain improved outcomes
- We have developed a [7 Minute Briefing](#) to help practitioners recognise and respond to child neglect.
- The CAMHS single point of contact pilot is supporting professionals to make appropriate referrals and this has increased the proportion of acceptances into CAMHS
- We have hosted a [complex safeguarding conference](#) 'Exploitation in Salford' for practitioners. This enabled us to increase the understanding of a range of complex safeguarding issues
- Over 1800 delegates accessed an SSCB course, seminar or learning event.

We can never eliminate risk entirely. We need to be as confident as we can be that every child is supported to live in safety, free from abuse and neglect. Some key challenges facing us for the future are:

- An increasing number of complex referrals and the impact on caseloads and waiting lists for early help services.
- Significant demand on children's mental health services and waiting times pressures
- In relation to complex safeguarding, contributing to and integrating regional developments whilst driving local activity
- Ensuring a smooth transition to the new Multi-Agency Safeguarding Partnership in 2018-19

Despite these challenges the Board is assured that, whilst there are areas for improvement, agencies are working well together to safeguard children in Salford.

Simon Westwood,
Independent Chair, SSCB



Section 2: Progress on Business Plan Priority and Assurance Areas 2017-2018



Priority Area 1: Neglect

Background

The Neglect Task and Finish Group reports to the Coordination and Delivery Group and provides assurance reports on effectiveness of neglect activity via themed Boards.

In 2017-18:

- At 31 March 2018 130 (37.5%) children subject to protection plans were under the category of neglect. This remains one of the highest categories.

Key Achievements 2017-18

- Continued to oversee the Subgroup Work Plan 2017-2019
- Hosted a Practitioner Forum on 27th September 2017 regarding Neglect to promote the [Multi Agency Risk Assessment Model \(MARAM\) tools](#)
- Developed a [7 Minute Briefing](#) in September 2017 to help practitioner recognise and respond to child neglect.
- The [MARAM tools](#) including the Graded Care Profile (GCP) have been added to the [secure upload](#) site for practitioners to easily download and use to inform assessments. It will be promoted in the refreshed [Thresholds of Need and Response 2018](#)
- Training continues to be updated to reflect learning from case reviews and research.
- Planning for Social Care to incorporate the GCP on Care First to include within assessments
- Reviewed the learning from [MSCB SCR Child F1](#) regarding nutritional neglect and child obesity
- Developed TOR for a multi-agency practice audit of neglect cases. To ensure identification and assessment of neglect is consistent and integral to the working of the Bridge.
- Supported the development of a GM Neglect strategy to tackle child neglect regionally
- Continued to support the DFE 'Together, we can tackle child abuse' campaign to encourage the public to reporting safeguarding concerns.

What difference has it made?

- The Outreach Team routinely use the Home Conditions Tool on referrals from the Bridge to ascertain the correct threshold for intervention.
- The MARAM tools can be attached to a child's information stored with the LA
- Case studies based on work undertaken and coordinated by Early Intervention have provided evidence of positive feedback from parents regarding outcomes
- The work has informed the Children's Obesity Strategic Plan 2017-23 and Public Health Strategic Manager - Start Well is now represented on the Neglect Sub-group.
- We can now report on both the number of Graded Care Profiles uploaded via the secure upload and those completed on CareFirst.

Key Challenges

- Low nomination and attendance at the MARAM seminars and Neglect Training
- To better understand and evidence the impact on practice
- GCP is not consistently used to inform assessments and reviewed at all levels of the threshold
- No agreed definition of Neglect below the Child Protection threshold makes it difficult to count incidences. A process is pending for all cases where escalation of a case is considered by Early Help.
- Developing an effective suite of neglect performance data and aligning to the proposed GM dataset.
- Number of trainers to deliver training in respect of the use of MARAM tools.
- Delivery of the GM strategy action plan is on hold because there isn't regional commitment to progress and GM Safeguarding Partnership will end April 2018.

- Impact of welfare reform sanctions on families in Salford e.g. risk of homelessness

Priorities 2018-19

Refresh the local Neglect Strategy and subgroup work plan to include the following:

- Review the local response to child neglect. This should include the effectiveness of MARAM tools and legal advice.
- Ensure all partners embed and consistently use the MARAM tools to good effect
- Promote the newly developed early help pathway for managing neglect where use of tools and interventions is linked to the I-Thrive model.
- Continue to identify and support agency neglect champions
- Ensure the Early Help- Neglect Audit is completed, findings disseminated to partners and recommendations incorporated into a consolidated action plan which will be monitored by the Early Help Steering Group.
- Benchmark Salford against the findings in [Growing up neglected: a multi-agency response to older children](#)
- Review training to ensure Safe Sleep messages are sufficiently embedded
- Continue to review the neglect dataset to ensure accurate and meaningful e.g. Report on the use of Graded Care profiles and the MARAM tools by multi-agency teams
- Develop a local campaign to raise awareness of the signs, symptoms and impact and prevent child neglect.
- Continue to encourage multi-agency attendance Neglect and MARAM training
- Ensure the recommendations from [SCR F1](#) inform the subgroup work plan and refresh of the local obesity strategy.
- Attend Research in Practice training re Poverty, inequality, neglect: building strategic thinking September 2018
- Consider Educational Neglect and seek assurance from the Education on Track pilot project
- Consider neglect of older children and a focus on trauma-based approaches to tackle it

Additional Information:

- www.partnersinsalford.org/sscb/neglectsubgroup.htm
- www.partnersinsalford.org/sscb/gradedcareprofile.htm

Steve Canning

District Service Manager, Locality Teams, Salford Children's Services
Interim Neglect Task and Finish Group Chair



Priority Area 2: Sexual Abuse and Exploitation

Background

Child sexual exploitation (CSE) and abuse remains a key priority area for the SSCB. We know there are strong links between CSE and children who go missing from home, care or education. Missing is a standing item at the CSE and Abuse (CSE/A) Subgroup. Please see [Priority Area 3](#) for more information.

January 2018 the Board agreed e-safety fits into this remit and a separate sub-group is no longer needed.

Key Achievements 2017-18

- Reviewed the [CSE and CSA Strategy 2017-2020](#)
- Reviewed the [CSE local pathway](#)
- Developed an [operational handbook](#)
- Implemented the GMP Op Drachma (Paedophile Vigilante response)
- Commissioned an update to the Salford District CSE problem profile to support the work of the multi-agency Op Phoenix team.
- From 1st September 2017 Salford now has a stand-alone CSE response under the GM Op Phoenix banner. They are located at Swinton Police Station. The team which consists of 1 detective sergeant and 5 detective constables' work in partnership with a social care manager, social worker and a youth worker.
- Terms of reference for the Op Phoenix team were agreed by the CSE/A Sub-group.
- Op Phoenix team have a daily review meeting and communication with the Bridge.
- Salford Phoenix team have continued to engage in peer reviews with Manchester Phoenix team.
- Continue to support regional CSE weeks of action (sport- June 2017 and social media safety- July 2018), and promote national campaigns materials e.g. DfE - Together, we can tackle child abuse
- Utilised case studies from investigations to develop understanding and learning.
- Paedophile hunter investigations are managed by the Phoenix Team. Examination of the offender's electronic equipment is reviewed to identify further offending, potential other victims and to support safeguarding.
- Op Phoenix Team are looking for opportunities to utilise civil powers.
- Op Phoenix Team have close links with the Op Gulf OCG Team and feature in the monthly OCG governance structure at Swinton Police Station.
- A CSE intelligence tracker was introduced to ensure that all CSE intelligence is appropriately progressed.
- Contributed to the Greater Manchester CSE Assurance Exercise November 2017

What difference has it made?

- All children open to Salford Phoenix receive; a multi-agency risk assessment subject to intelligence-based review. A bespoke plan detailing support and prevention throughout the period Phoenix intervention exists, a dedicated Phoenix officer and social worker. A Phoenix officer to oversee any unrelated criminal or MFH investigations that may occur in addition to existing cases to ensure the fullest picture of that child is known. In the event they are reported MFH a bespoke trigger plan / background briefing summary to enable the most effective primary response. An individual framework for each child concerning return safe and well visits to maximise opportunities to understand the circumstances and obtain relevant intelligence to improve future safeguarding. Multi-agency assessments prior to leaving Phoenix, to review work and ensure no opportunities remain.
- Having a Salford based Phoenix team has seen greater visibility within Salford. The team engage with local Police and Bridge meetings daily.
- The work is part of daily and monthly governance structures to ensure that work is progressed appropriately.
- For children highlighted as vulnerable to CSE, trigger plans are now in place if they were to go MFH.
- The MFH team visits ensure that the appropriate assessments are in place and appropriate information / intelligence is shared.
- The use of case studies in the CSE/A sub group has been useful to generate learning for partners and to consider other areas of work, such as intelligence around computer repair shops.

Key Challenges

- An increase in demand regarding Vigilante groups puts pressure on resources.
- The move from OP Avert and Protect to a Salford based Phoenix team will require support from the sub-group to ensure a bespoke Salford response to CSE investigation and safeguarding.
- Accuracy of data and intelligence gaps continue as an issue. Moving forward intelligence development and increasing intelligence flow will be a key driver to the work of the sub group.
- Social media plays a key role in a large proportion of offences, and increases can be seen in 'sexting' and 'peer on peer'.
- The cost and speed of the examination electronic equipment of victim and perpetrator will continue to be an issue for the Op Phoenix team.

Priorities 2018-19

- Op Phoenix Team to inform the development of a Complex Safeguarding Hub
- Consider developing a learning disability pathway
- To continue to work and develop the CSE/A dataset to ensure accurate and meaningful
- To continue to work closely with the Local Authority MFH team.

Additional Information:

- www.partnersinsalford.org/sscb/cse
- www.itsnotokay.co.uk/

Chris Packer

Detective Chief Inspector, Salford Division, Greater Manchester Police
Sexual Abuse and Exploitation Sub-group Chair



Priority Area 3: Missing from Home, Care and Education

Background

The Missing from Home (MFH) Team provide independent, face to face support for children and young people up to the age of 18yrs who have been reported missing either from home, care or education.

Children Missing from Education (CME) is overseen by the EWS coordinator to ensure all referred cases are actively being tracked, monitored and recoded appropriately. CME is a standing item at monthly operational MFH meetings.

We know there are strong links between CSE and children who go missing. MFH is a standing item at the Sexual Abuse and Exploitation Sub-group. Please see also see [Priority Area 2](#) for more information.

In 2017-18:

- 1160 episodes of children in Salford were reported MFH to GMP, a 21% reduction compared to 2016-17.
- 95% of return interviews were completed with 81.39% being completed within 72 hours of the Police notification.
- 333 CME were reported which is slightly higher than the 320 recorded in 2016-17

Achievements 2017-18

Missing from Home and Care

- MFH Service provided themed assurance to SSCB Coordination and Delivery Group July 2017
- Quarterly reports are scrutinised at the Sexual Abuse and Exploitation Sub-group
- All return interviews continue to be quality assured by the MFH Practice Manager.
- Sharing of intelligence between the MFH team and Police continues to enable successful disruption/ prevention work.
- Provide a coordinated and robust response towards the placing authority when their Looked After Child (LAC) has been reported missing, including the sharing of intelligence and statutory planning.
- Regular meetings with partner agencies to devise disruption plans and to share intelligence
- Established links with the National Probation Service. This has proven to be a valuable source of information when finding out about significant adults involved with the missing person
- The weekly multi-agency MFH group continues to provide a good basis for information sharing and to promptly identify services for young people and their families. This also continues to be a good platform to challenge and influence care plans of young people at risk in order to address and minimize their missing episodes.
- Continued to develop and update missing person profiles to assist with disruptions in the local area
- MFH seminar continues to be delivered in Salford.
- Developed a MFH safety plan template with guidance. This continues to be tested out with children's homes and parents. Initial feedback is positive.
- MFH Practice manager can now access police data and systems to enable more information gathering of young people, their families and associates.
- Developed a local pathways for MFH/Care and referral pathway for Footsteps
- Improved links with private providers regarding children placed out of area and go missing
- Built on links with other local authorities who place looked after children in Salford to agree responsibilities and ensure information is shared when other agencies are commissioned to complete return interviews
- Distributed MFH leaflets to practitioners and the community
- Localised the MFH Risk Assessment Plan template
- Developed a MFH step by step guide for practitioners
- Audited the effectiveness of the MFH Service and multi-agency responses. This links to the recommendations for [Child MT](#).
- Represented Salford on the GM MFH Strategic Group which monitors the implementation of the GM MFH action plan

Children Missing from Education (CME)

- Regular CME team meetings to review the processes and implement learning
- Agencies can now complete an [online referral form](#) to notify the Local Authority of CME or if a child is not receiving suitable education provision.
- School Attendance Orders are now in force in Salford working in partnership with Elective Home Education.
- Developed IT systems to include alerts to ensure cases are reviewed regularly
- Drafted CME and EHE 7 [minute briefings](#)

What difference has it made?

Missing from Home and Care

- Feedback from the MFH service, children and social workers provides acknowledgment of the impact of disruptions to family homes and areas causing concern. This disrupts inappropriate links between missing person and their harbourers or instigates further assessments.
- The seminars, road shows and national media messages have increased general awareness about reporting young people MFH. Professionals and adults within the community have become increasingly accustomed and willing to share information and intelligence which is gathered so disruption to homes harbouring missing person can take place quickly before a MFH routine is established.
- The ability to visit homes during the evening while primary carers and missing person are present has increased their awareness of their responsibility to keep their children safe.
- *'Of the 30 cases audited for the interim report , MFH did not become a significant recurring issue for 21 children (70%)...detailed return interviews from the MFH Service do act as a deterrent to young people from going missing again...it is reasonable to assume that a reduction in the numbers of young people being reported MFH equates to an increase in the safety of these young people'*¹
- The Footsteps project and Unity Radio have assisted in reducing the MFH episodes. Final evaluations are pending.

Children Missing from Education (CME)

- Having a team to carry out this function has reduced the risk of gaps in the service.
- No longer have to wait for a home visit request from a partner agency
- Not had to issue any formal attendance order. The final warning letter has been successful and supported 3 children back into education.

Key Challenges

Missing from Home and Care

- GMP has not abandoned the use of the absent category which will increase MFH episodes across the GM.
- Reduced evening service because GMP have withdrawn the Police Officer and MFH car
- Police availability to undertake joint disruptions during the evening and attending in full uniform.
- Difficult to evidence impact on outcomes for children
- Contingency planning by the placing authority and a lack of specialist work to address the vulnerability.
- When children are placed in Salford from outside local authorities there is often a lack of information sharing e.g. notifications received and independent agencies/charities completing return interviews
- No police MFH notifications received automatically for young people being placed outside of Salford.
- Inconsistencies about the Tier 1 and 2 meetings taking place and the minutes being available on the system.
- LAC young people classified as 'missing' when their whereabouts are known.
- Some schools reporting MFS when they have neglected to contact parents in the first instance and not consistently identifying MFS as playing truant.

Children Missing from Education (CME)

- Increase in CME notifications – this is a continuing trend.
- Children might have been taken off the school roll 'unlawfully'

¹ Missing from Home Final Report, April 2018

- Parents may choose home education to avoid prosecution
- Implementation and monitoring of School Attendance Order's
- Engaging with diverse communities

Priorities 2018-19

Missing from Home and Care

- Evaluate the Footsteps pilot and Unity Radio project
- Establish service user feedback mechanisms to enable the experiences of young people to inform the service
- Investigate if lack of police support has impacted on the disruption ability.
- Implement the recommendations from the MFH Audit April 2018
- Continue embedding the use of Tier 1 and 2 MFH meetings and challenge services when these meetings hit the criteria but are not convened
- Consider recruiting a student to increase capacity.
- Develop a MFH schools policy and flow chart

Children Missing from Education (CME)

- Attend the regional CME meetings to share and develop best practice
- Develop and deliver a CME/EHE seminar for partner agencies
- Support the development of a GM CME policy and develop a local referral pathway
- Publish and promote the 7 minute briefings
- Work with agencies to effectively support ethnic minorities, asylum seekers, refugees and Gypsy Roma Travellers

Additional Information

- www.gmsafeguardingchildren.co.uk/missing
- www.salford.gov.uk/schools-and-learning/info-for-parents-students-and-teachers/

Phil Varghese

Service Manager Next Steps (Leaving Care Service)

Missing from Home Operational Group Chair

Gail Leach

Business Manager, Education Welfare Service (EWS)

Nicola Walsh

EWS Coordinator



Priority Area 4: Complex Safeguarding

Background

The **Complex Safeguarding Task and Finish Group** coordinates local assurance regarding prevent, modern slavery, serious and organised crime, female genital mutilation (FGM) and emerging safeguarding issues.

- **Organised Crime Coordination Unit (OCCU)** sits within **Programme Challenger** and leads on tackling all forms of organised crime in GM. Serious and organised crime is coordinated in Salford by **Project Gulf** which is a thematic subgroup under CSP. Links with Programme Challenger and the GM lead for Complex Safeguarding continue to improve and inform local responses.
- The **FGM Task and Finish Group** is accountable to the TDAB and reports to the SSCB via the Complex Safeguarding Task and Finish Group. The FGM Task and Finish Group is represented at the GM FGM Forum. FGM task and finish group links into the GM Safeguarding Partnership work via the complex safeguarding task and finish group.
- Counter Terrorism in Salford is managed by the **Prevent and Channel Oversight Panel** which sits under the Community Safety Partnership (CSP). Panel continues to meet every six weeks to review referrals and agree interventions for individuals vulnerable to extremism. The Programme Board for the CSP provides scrutiny.

In 2017-18:

- 171 modern slavery crimes were recorded in GM in 2017. There has been a year-on-year steady increase since 2012. Salford was the primary location for 13% (22).
- 79 referrals into the Bridge Partnership where FGM was a feature.

Key Achievements 2017-18

- Reviewed the complex safeguarding task and finish group TOR and SSAB and CSP are now represented.
- Regular updates from Programme Challenger
- Beds in Sheds seminars and developed a [7 minute briefing](#)
- Hosted a [complex safeguarding conference](#) 'Exploitation in Salford' for practitioners 22nd March 2018. This included emerging safeguarding such as County Lines.
- Supported Trapped Week of Action – October 2017 [#FindAWayOut](#) a campaign to stop criminal gangs from grooming children and vulnerable adults to commit crime. Developing a local complex safeguarding hub

Modern Slavery

- Promoted the Barnardo's Independent Child Trafficking Advocacy (ITA) Service to boost referral levels
- Reviewed the complex safeguarding dataset. Operation Challenger provides GM modern slavery data which is helping to build an intelligence picture. Identification and reporting is improving.

Organised Crime

- Updated the Serious and Organised Crime Salford Local Profile December 2017
- Refreshed the Project Gulf Delivery Plan
- Worked in partnership with Crimestoppers to develop a local fearless campaign [#standupforsalford](#)
- 12 secondary schools engaged in a drama production competition. The overall winner was Harrop Fold School, whose performance focused on domestic violence in gang relationships. This was made into a film by UTC Media City College and shared on social media.
- Supported County Lines Awareness Week - 23 to 29 October 2017- trapped campaign
- 7 Salford secondary schools watched a drama production called Terriers in October 2017
- Delivered 3 Post Traumatic Stress Disorder awareness training sessions to over 80 front line staff.
- STEER a youth engagement program, which is run by Salford Foundation, has worked with 15 young men in its first year and another 13 are currently being helped.

FGM

- Continued to coordinate local work incorporating the GM strategy and the national emerging statutory guidance, work streams and safeguarding issues related to FGM.
- A Salford Adult FGM pathway and a FGM health pathway have agreed via the SSCB and the Tackling Domestic Abuse Board (TDAB).
- Local Health Trusts and Primary Care continue to report FGM via the HSCIC national reporting system to the Dept of Health. Salford continued to be performing well in comparison to other areas with their numbers of identified and reported cases.
- Information on identified FGM cases is captured within the quarterly SSCB integrated performance report.
- FGM deep dive audit of cases referred into the Bridge Partnership looked at the outcomes of cases for children and families. It evidences the needs of vulnerable cohorts in the city and findings have informed the Task and Finish Group work plan.
- Continued to review the local single agency and SSCB multi-agency training available
- GM Sexual Assault Referral Centre provision continues to be commissioned and delivered by AFRUCA and NESTAC to support children referred for FGM.
- Continued to locally promote the Guardian Project to improve awareness
- Refreshed the FGM 7 Minute Briefing in support of the International Day of Zero Tolerance 6th February 2018
- FGM featured in the local Complex Safeguarding Conference March 2018.
- Developing a local FGM multi-agency screening tool

Prevent

- Contributed to the GMCA Commission to review the work that is currently being to tackle and confront hateful extremism
- Supported national and regional Hate Crime Awareness Weeks #westandtogether
- Contributed to the GM Community Recover Group established post the Arena attack to coordinate activity and share community cohesion good practice.
- Developed a multi-agency pool of Prevent WRAP trainers to deliver training.
- Managing successful events for GM Hate Crime Awareness week, where over 1200 people participated.
- Extended Prevent duty to Children's commissioned services.
- Refreshed the local Prevent strategy action plan
- Community Cohesion Working Group managed tensions in the community
- Disseminated a schools survey to self-assess their awareness of prevent and identify areas of improvement
- Provided a counter terrorism profile briefing to SSCB members January 2018
- Reviewed the local multi-agency violent extremism policy

What difference has it made?

- Complex Safeguarding Conference Feedback *"The speakers were excellent particularly Stop the Traffic, County Lines and Welfare Reforms presentations. Overall a great day with lots of positive learning"* Salford CCG
- The increase in modern slavery enquiries is undoubtedly due to the focused efforts of Programme Challenger and our partners to improve our collective understanding of criminal exploitation through training, awareness, campaigns, social media and events such as this.

Prevent

- Awareness raising across all sectors ensures appropriate referrals.
- Activities commissioned to improve community cohesion have had positive results. For example the neighbourhood project with Lark Hill School and the Foundation 4 Peace. Feedback from teachers included: *"This project will work amazingly well for some of our year 5/6 boys"* and *"Can this project run throughout the community"*.
- Due to the frequency and multi-agency attendance of the Channel Panel, cases are assessed quickly and appropriate support is offered.

Organised Crime

- One young man had been arrested for stealing a car and anti-social behaviour and whose school attendance had dropped to 28%. Since working with the project he has gained a place on a pre-apprenticeship course achieving 90% attendance and winning praise from his tutors. He now plans to pursue a trade apprentice and says the project has hugely improved his life and prospects.²

FGM

- Safeguarding referrals made to the Bridge where FGM was indicated to be a feature continue to increase due to the increased knowledge and recognition of partners, professionals and communities around FGM.

Key Challenges

- Complex safeguarding is an emerging landscape and difficult to identify
- Contributing to and integrating regional developments whilst driving local activity
- Intelligence picture is underdeveloped – we need more input from communities and frontline professionals
- Understanding the impact of welfare reform on families in Salford
- Children often don't see themselves as victims and the child might be a victim, an offender, or both
- Establishing clear Governance and ensuring the lead partnership Board drives local activity with support from SSCB and SSAB

Organised Crime

- The increasing use of knives by young people
- Organised crime groups increasing use of young people to facilitate county drug lines.

FGM

- Quality assurance of local data recording of activity.
- Level of regional and local service provision available to meet the needs of individuals and communities.
- Engagement with public and communities

Prevent

- To develop and deliver community cohesion activities despite budgetary constrictions
- To align Prevent and Channel processes with project Dovetail
- Increase in referrals to Prevent and Channel Oversight Panel and hate crime incidents
- Data for radicalisation and extremism is limited and no mechanism to monitor activity on a regional basis
- Right wing extremism is prevalent in some parts of GM.

Priorities 2018-19

- Ensure representation on the GM Complex Safeguarding Steering Group
- Publish the complex safeguarding event resource pack
- Ensure each strand under complex safeguarding has a local strategy and work plan
- Align local activity to the Police and Crime Plan March 2018 and GM Complex Safeguarding Strategy in development
- Integrate the subgroups of the Children's and Adult Safeguarding Board and Community Safety Partnership
- Ensure the business case for the complex safeguarding hub is shared with SSCB and SSAB.
- Further develop robust local data reporting mechanisms and contribute to the outcomes and impact from the workshop June 2018
- Consider a further complex safeguarding event 2019
- Continue to support national and GM campaigns to raise awareness of complex safeguarding issues
 - The Home Office anti-knife crime campaign
 - Trapped Weeks of Action - July 2018 #FindAWayOut
 - NCA Operation Aidant week of action September 2018, the focus is sexual exploitation.

² www.programmechallenger.co.uk/news/latest_news/the_steer_project/

Modern Slavery

- Support the SSAB to coordinate local attendance at the North West ADASS train the trainer course on Modern Slavery and plan training sessions for 2018
- Develop and publish a modern slavery statement

Organised Crime

- Provide assurance to the SSCB and SSAB regarding the Project Gulf Delivery Plan
- Support Programme Challenger to develop a GM Challenger Serious and Organised Crime Strategy 2018-20
- Consider submitting a funding bid to the Home Office under the anti-knife crime program

Prevent

- To update Prevent action plan with all partners across Salford.
- To carry out a training audit to ensure that all front line staff have an awareness of PVE.
- To consider and adopt the recommendations from the Cohesion Commission
- Support the implementation of a Greater Manchester Dovetail Hub and pilot evaluation.

FGM

- Continue to refresh the Task Group work plan
- Continue to deliver the FGM training seminars as part of the SSCB multi-agency complex safeguarding training model
- Continue to report to the TDAB and the Complex Safeguarding Task and Finish Group
- Continue to quality assurance local data and contribute to the GM and national data set collection.
- Implement the local multi-agency screening tool and consider the National FGM Assessment Tool for Social Workers
- Chair to attend FGM Designated Nurse Regional Meeting
- Continue to audit FGM referrals into the Bridge Partnership to better understand impact and outcomes
- Ensure local needs assessment and service review informs commissioning
- Support the Home Office FGM campaign in October 2018 to protect vulnerable women and girls.
- Work in partnership with Manchester CSP to contribute to the regional FGM event December 2018



Additional Information

- www.partnersinsalford.org/sscb/complexsafeguarding.htm
- www.gmp.police.uk/wouldyou
- www.programmechallenger.co.uk
- www.salford.gov.uk/crime-reduction-and-emergencies/emergencies

Deborah Blackburn

Assistant Director Public Health Nursing, Salford Council
Complex Safeguarding Task and Finish Group Chair

Andrea Patel

Designated Nurse Safeguarding Children & LAC, Salford CCG
FGM Task and Finish Group Chair

Jeanette Staley

Head of Community Safety
Prevent and Channel Oversight Panel Chair
& Project Gulf Subgroup Chair



Key Assurance Priority Area 1: Early Help

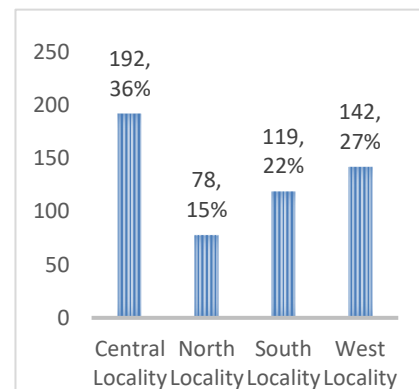
Background

The Children and Young People Trust Board (CYPTB) previously led on the implementation of the Early Help Strategy and the SSCB undertook a scrutiny and challenge role.

In future Early Help will be led and governed by the 0-25 Integrated Advisory Board from 2018-19. The 0-25 Board will report directly to the SSCB.

In 2017-18³:

- EIP Family Support received 531 referrals; 93% of which were allocated for support. 7% declined/ no longer required support or were inappropriate. Waiting lists were in place across the localities.
- Central locality continued to have the highest number of referrals at 36%, followed by West at 27%. Half the referrals were for families living in the top 10% most deprived areas, with 22% living in the top 3%.
- Threshold levels at point of referral were 73% Level 2, 26% Level 3 (CIN) and 1% at Level 4 (CP). A slight rise in CIN level cases compared to 2016-17. 46% of all referrals were from Children's Social Care (CSC) as either requests for joint work or step down cases.
- Most common presenting needs related to parenting capacity, domestic abuse, behaviour problems, housing support and parental wellbeing.
- 521 cases were closed. Of these, 72% of families successfully completed the intervention, 6% were escalated to CSC and 12% did not effectively engage with the service.
- 471 closed cases had pre and post thresholds recorded. Movement on the thresholds provides high level evidence of outcomes for families. In 2017-18, 33% maintained threshold, 55% moved down and 12% moved up (only 6% moved from L2 to L3/L4 at closure).
- A total of 247 Family Assessments were authored. This consisted of 592 individuals – 414 children and 178 adults. Half of all assessments were authored by schools.



Key Achievements 2017-18

- Launched the Family Assessment April 2017. Relevant [Tackling Poverty Strategy](#) priorities have been embedded to enable families to access specialist advice.
- Refreshed our [Thresholds of Need and Response 2018](#). This now includes a Lead Professional Handbook.
- Continued to disseminate '[Shaping Our City' 0-25 programme newsletters](#) to partners
- Continued to seek assurance regarding the effectiveness of Early Help and the Bridge Partnership via themed Boards. Including an audit to quality assure the Bridge screening decisions in September 2017.
- Hosted a Bridge Partnership multi-agency practitioner Forum – February 2018
- Commissioned three early help audits (Older Children, Neglect and Domestic Abuse) to evaluate effectiveness.
- Refreshed the Early Help Strategy. This will be owned by the 0-25 Integrated Advisory Board.
- Reviewed Early Help dataset to improve how we collect and use evaluation data to better measure the impact
- Evaluated the West Locality Pilot which has informed the early help offer roll out workforce development plan and locality implementation plan
- Established an Early Help Neighbourhood Steering Group to provide assurance to the 0-25 Board and SSCB.
- Continued to evaluate the Family Assessment across the City, with a particular focus on sources of assessments.

³ Early Intervention and Prevention Service, Family Support Report Card 2017-18

- CAF Team continue to support the Jewish Federation with the Family Assessment & TAC process. Staff report they feel more confident in completing the assessment.

What difference has it made?

- Our understanding of the impact of early help services is improving across the city. 642 families have been supported through Salford's multi-agency early help offer to sustain improved outcomes across a wide range of areas, including: reduction in crime and ASB, improved school attendance, improved parenting and outcomes for children, progress towards or into work, reduction in domestic abuse, improved budget management and improved health and wellbeing across the whole family.⁴
- More than 30% of sustained outcomes in the most recent Helping Families Payment by Results claim were delivered in West locality. This is more than would be expected given population size and demand. In addition, the outcomes achieved by families in West locality was broader than the average in other localities.
- *'91% of contacts were considered to be appropriately graded and all but one of the cases were passed onto a service appropriately. The case that was closed within the Bridge was an appropriate NFA'*⁵
- Co-ordination of all referrals by the Early Help Locality Manager is enabling a more efficient process to manage any duplication that would have taken place previously. Using the wider capacity of the integrated team is enabling the service to provide a rapid response to families that would have previously been on a waiting list.⁶

Key Challenges

- Increasing number of complex referrals and the impact on caseloads and waiting lists for early help services.
- Increasing population and the changing demographics in Salford.
- No IT system to develop an electronic Family Assessment which is accessible through an online portal
- Strategic governance for Early Help is in a transition to the 0-25 Board following a refresh of the CYPTB priorities. This has made it difficult to monitor and evaluate the effectiveness of early help.
- Measuring impact on sustained outcomes for families requires long-term analysis

Priorities 2018-19

- Ensure the Early Help Audits are completed, findings disseminated to partners and recommendations incorporated into a consolidated action plan which will be monitored by the Early Help Steering Group.
- Continue to refine the Early Help dataset to enable effective performance management reporting and monitoring arrangements and robust monitoring of outcomes with clear governance.
- Continue to evaluate the Bridge and the Early Help offer to drive performance e.g. Bridge Peer Review
- Refresh the Early Help Strategy action plan to further strengthen the Early Help Offer
- Review the threshold of need framework following the implementation of Working Together 2018 and the Early Help Strategy
- Request an update on the 0-25 Board programme plan and assurance on the effectiveness of Early Help
- Establish and promote the integrated locality early help family hubs across the City.
- Further city-wide evaluation to understand the Early Help model in the context of other localities
- Launch the Early Help Assessment November 2018 and provide targeted intervention in sectors which have produced a low number of assessments
- Roll out signs of safety across the thresholds of need

Additional Information:

- www.partnersinsalford.org/earlyhelp
- www.salford.gov.uk/children-and-families/safeguarding-children/troubled-families/

Debbie Blackburn

Assistant Director Public Health Nursing, Salford City Council
0-25 Early Help Neighborhood Steering Group Chair

⁴ West Locality Pilot: Summary Evaluation, March 2017

⁵ BRAG Audit, September 2017

⁶ 0-25 Early Help Integrated Locality Redesign, October 2017



Key Assurance Area 2: Children Affected by Domestic Abuse

Background

Work to address domestic abuse in Salford is led and governed by the Community Safety Partnership (CSP) and driven forward by the Tackling Domestic Abuse Board (TDAB). There is also a joint Children's Domestic Abuse (CDA) task and finish group which reports to directly to the TDAB and to the SSCB Coordination and Delivery Group.

The SSCB actively monitors, promotes, coordinates and evaluates the work of the statutory partners that help and protect children at risk of domestic abuse, including working effectively with other multi-agency groups that have responsibility for responding to domestic abuse. There remains a high prevalence of domestic abuse within Salford.

Key Achievements 2017-18

- Within the reporting period the CDA task and finish group focused on the following specific areas of work:
 - Evaluating of the young person domestic abuse meeting
 - Developing an outcomes framework, in partnership with the TDAB
 - Supporting CSP to implement the DA Joint Targeted Area Inspection (JTAI) recommendations and ensuring the impact of the JTAI work is understood
 - Reviewing our domestic abuse offer
 - Strengthening our domestic abuse notifications to schools (Operation Encompass)
- Continued to have thematic SSCB meetings to monitor and evaluate the work on domestic abuse.
- Continued to support the GM domestic abuse *#SittingRightWithYou* campaign empowering Salford residents to report domestic abuse.



What difference has it made?

- Impact of the work will be reviewed within the SSCB meetings for future annual reports.

Key Challenges

- High demand area
- Sustaining funding to address identified needs within Salford
- Tracking implementation of local and out of area Domestic Homicide Reviews (DHRs)
- Low attendance at SSCB domestic abuse courses from social care has made it difficult to demonstrate the impact and effectiveness. This has been addressed at the Strategic Training Pool Group and then escalated to the Coordination & Delivery Group.
- Contributing to and integrating developments arising from GM DV Partnership Board.

Priorities 2018-19

- Support the TDAB to update the delivery plan
- Explore with partners the option for dedicated staff e.g. Domestic Abuse Co-ordinator

Additional Information:

- www.partnersinsalford.org/sscb/da.htm

Emma Ford

Head of Safeguarding, Children Services
Children's Domestic Abuse (CDA) Sub-group Chair

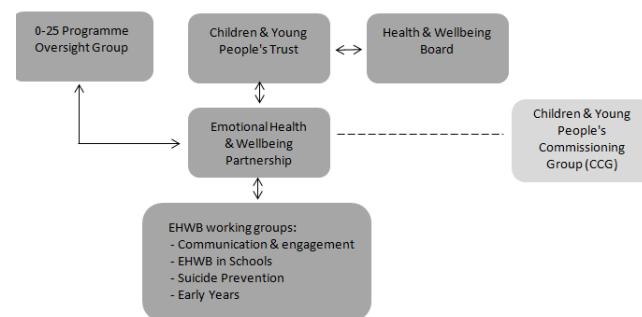


Key Assurance Area 3: Emotional Health and Wellbeing

Background

The [Emotional Health and Wellbeing \(EHWB\) Partnership](#) has continued to act as the 'expert reference group' for the 0-25 EHWP Programme and CAMHS Transformation Plan, supported by working groups covering Emotional Health in Schools, communication and Engagement, and LGBTQ+. A new time limited working group has been established this year to develop plans for a Parent Support Programme to provide improved information and support for parents whose children experience emotional and mental health difficulties. A joint Salford and Manchester Commissioning for Quality and Innovation (CQUIN) Group has also met in 2017-18 to oversee the Transitions CQUIN, review arrangements for and to improve transition pathways for young people moving from Children's to Adult Mental Health Services.

The CAMHS Transformation Plan continues to provide the overarching strategy for Salford's EHWP/CAMHS work and priorities and actions are included in an integrated Delivery Plan. A joint EHWP/CAMHS Project Group is responsible for strategic planning and overseeing progress of the Delivery Plan and CAMHS Transformation Funding. Reporting arrangements are through the CCG Children and Young People's Commissioning Group and Commissioning Committee as well as the 0-25 Programme Oversight Group (POG), joint 0-25 Integration Board which reports to the Health and Wellbeing Board, Children's Trust and SSCB



In 2017-18:

- At 31 March 2018, 179 (52%) children in Salford were subject to protection plans under the category of emotional abuse.
- 310 children and young people under 18 in Salford attended A&E due to self-harm between April 2017- March 2018, of which 152 (49%) were admitted.⁷
- Around one third of children and young people referred to mental health services report engaging in self-injury/self-harm and suicidal thoughts
- At February 2018, the number of students with SEMH recorded a SEN need were:
 - Primary schools - 1,217 (5.5%)
 - Secondary schools – 847 (7.6%)

Key Achievements 2017-18

- The [CAMHS Transformation Plan](#) has been reviewed and refreshed
- CAMHS single point of contact worker commenced in post in October 2017 as a pilot for one year.
- Launched a Community Eating Disorder Service
- Integrated community response service pilot went live in October 2017.
- Received Young Jewish people's peer research report which will inform proposals for improving wellbeing.
- In response to the [Proud Trust LGBT report 2016](#) an LGBT working group has been set up. An action plan has been developed to improve the experiences of LGBT young people in Salford. Established LGBT youth groups in three localities, a programme of LGBT training and developing a practitioner resource pack to improve understanding and engagement in Salford with the LGBT community.
- Received EHWP Early Help pilot report (phase 1) and agreed to roll out the learning across Salford aligned to the implementation of new Early Help Family Hubs.
- A skills audit has informed a workforce development plan, the implementation of a new risk assessment tool and a Parent Peer Support Group.

⁷ Source data: SUS A&E/Inpatient tables

- Continued the local i-THRIVE network events. The last one in March 2018 focused on counselling support and LGBT awareness. GM i-THRIVE hub will commence from April 2018.
- Agreed an All-age Liaison (RAID) specification as part of the implementation of the GM Crisis Care Pathway. GMMH will be delivering this service in Salford from May 2018.
- Developed a joint SSCB/EHWP action plan to address the learning from the self-harm practice audit
- Planning to combine both the ASD and ADHD pathways into a wider neurodevelopmental pathway.
- Successful bid for additional transformation monies to support the local Population Health Plan and have undertaken extensive public engagement to scope the approach to delivering a “radical upscale in prevention” in Salford.
- Integrated Health and Wellbeing Service for CYP - The aim is to develop a virtual integrated model of services at universal level to redesign the offer to ensure children, families and schools have the right support for EHWP
- Counselling in schools via approved providers enabling schools to purchase the service to meet their needs
- Evaluated Emotionally Friendly Schools (EFS) initiative with initial findings positive. There is a demand for the accreditation.
- 6 staff have undertaken the Youth Mental Health First Aid (MHFA) ‘train the trainer’ to build capacity locally to rollout this national programme.
- Continued to promote and update the online directory. The directory has been referred to as good practice in other areas and the model has been adopted by Bristol CCG.
- Agreed a series of indicators and measures to understand prevalence and monitor activity and outcomes. The 2017-18 dashboard will be reviewed by the partnership in readiness for 2018-19
- Continued to contribute to the GM Mental Health Strategy and Work Programme
- Launched Salford’s Suicide Prevention Strategy

What difference has it made?

- Re-commissioned ‘Spiralling Mind’ drama workshops
- CAMHS single point of contact is supporting professionals to make appropriate referrals and de-escalate and escalate as required. In the first six months, the pilot supported over 100 referrals and increased the proportion of acceptances into CAMHS. It will be evaluated to determine the long-term offer across both these areas.
- Integrated community response service referrals from the Clifton PRU and Missing from Home team are on target and the pilot has been extended until March 2019 to complete an independent evaluation.
- Papyrus Suicide Awareness training feedback for participants has been positive, when asked if they now felt more able to talk openly about suicide in my role / community 48% strongly agreed and 52% agreed. The longer term evaluation of the impact of the training, some examples of feedback include:
 - *I feel much more confident about opening up these difficult conversations and using sensitive and appropriate language.*
 - *I have been confident in encouraging them to think about safety planning. I have been able to encourage them to seek professional advice.*
 - *Students feel more at ease discussing their mental state with me seeing I am at ease hearing about it.*

Key Challenges

- Performance against national indicators
- Significant demand on children’s mental health services, and waiting times pressures
- Working at GM and local level to challenge how well the system is supporting young people
- Integration of commissioning and delivery arrangements with an increased focus on prevention and early help
- Improved transition arrangements for young people to adult mental health services

Priorities 2018-19

- SSCB to seek assurance from the EHWP Partnership regarding the implementation of the Ambition Priorities for 2018/19⁸

Additional Information:

- www.partnersinsalford.org/youngemotionalhealth
- www.salfordccg.nhs.uk/camhs

Debbie Blackburn

Assistant Director Public Health Nursing, Salford Council

Executive Lead on 0-25 Integration Test Case Emotional Health & Wellbeing into CAMHS

Emotional Health and Wellbeing Partnership Chair




Salford's Emotional Health and Wellbeing Ambitions

FOR CHILDREN AND YOUNG PEOPLE

WE ASKED CHILDREN AND YOUNG PEOPLE WHAT THEY EXPECTED FROM SERVICES

- Improved awareness and understanding**
 "We want all staff who work with young people to be knowledgeable and confident with the right skills to communicate with us."
 "We expect staff to be trained to have an understanding of the emotional wellbeing needs of young people and be sensitive to our needs."
- Timely access to support**
 "We want to be treated as individuals and really listened to, giving us the time to talk."
 "We would like more peer support available in schools and the community, as young people are more likely to talk to people their own age than adults."
 "We would like to know what we can talk to our head teachers, as sometimes we just need an adult's shoulder to cry on."
- Targeted support**
 "We would like opportunities to happen more quickly and at a more suitable time for young people."
 "We need more education on how to spot issues earlier before they get out of hand and be encouraged to be more open about any issues and to seek help."
 "We would like access to more and better information in schools and other public places that are young people friendly."
- Parental support**
 "We would like better links between our teachers and parents/ carers to make sure we have the support we need when we need it most."
 "We would like parents and carers to be able to have support and training when they need it, helping them to be more confident in helping us with any issues or problems we may have."
- Transparency and accountability**
 "We want to get reports to be honest with us and to start 'showing what we should expect from each service and if you say you're going to do something, you should do it."
 "We need better information on services for young people on what each professional does and how they can help us."
- Giving children and young people a voice**
 "We want services to really listen and to hear our views, use our ideas and suggestions to improve the services for all young people."
 "We would like to be able to share our ideas in the ways we feel most comfortable, such as meetings, social media, in schools and online."

For more information please visit www.partnersinsalford.org/youngemotionalhealth

⁸ CAMHS Transformation Plan - March 2018



Other Sub-group Activity

Case Review and Audit Sub-group

The Case Review and Audit, Performance and Quality Assurance and Strategic Training Sub-groups are responsible for the implementation of the local [quality assurance and learning and improvement framework](#) and [North West Learning and Improvement Framework](#).

Key Achievements 2017-18

- Members are committed and referrals have been steady from all partners.
- 8 referrals to the Sub-group in this reporting period. The outcomes included:
 - 1 serious case review
 - 1 Multi-agency Concise Review
 - 1 Multi-agency Actions
 - 2 Reflective Focus Group (1x with Wigan LSCB)
 - 3 No Further Action
- Total of 4 (1 family) Ofsted notifications received in 2017-18.
- Continued to distribute regular NSPCC repository updates to inform local practice improvements
- The group have increased the focus and ability to obtain practitioners feedback and knowledge of cases at the point of referral, as it was identified that sometimes practitioners engagement was delayed, impacting on the effectiveness of identify and disseminating learning and strengths in practice.
- Developed an action plan to address the learning from the self-harm audit with the EHWP
- Considered other communication methods to disseminate learning e.g. developed a [Child MT 7MB](#) and hosted lunch bowl session for the LA workforce.
- Planning for a joint Safeguarding Learning Event winter 2018



Key Challenges

- Balancing demand and budget pressures
- Ensuring the learning is meaningful for front-line staff in order to improve outcomes.
- No performance and quality assurance officer to undertake thematic audits. Reliant on the good will of key statutory agencies.
- Parallel GMP investigations can impact on review timescales
- Await the publication of Working Together 2018 for direction and future development

Priorities 2018-19

- Consistent and appropriate engagement with families and service users
- Ensuring that the learning and strengths that are identified from case reviews is effectively embedded into frontline practice and strategic priorities.
- Ensuring the above them impact positively on outcomes- reviewing how we know if we are making a difference.
- Support the implementation of the new safeguarding practice review arrangements and Early Adopter Programme

Additional Information:

- www.partnersinsalford.org/sscb/sscbcasereviews.htm

Emma Ford

Head of Safeguarding, Children Services,
Case Review and Audit Sub-group Chair

Learning & Improvement, Performance & Quality Assurance Subgroup

The SSCB has a duty to monitor and evaluate the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve, through a variety of mechanisms including peer review, self-evaluation, performance indicators and joint audit.

The Sub-group is joint with the CYPTB with reporting arrangements to each Board.



Key Achievements 2017-18

- Facilitated a development session to review performance indicators, Sub-group TOR and work streams to facilitate a culture shift to focus more on learning and impact.
- Appointed a joint fixed term performance and quality assurance officer with SSAB July 2017
- Completed the S11 audits with the pilot [GMSP S.11 self-assessment toolkit](#). Subgroup members verified all the agency self- assessments using a quality assurance tool.
- Organised a further verification panel on the 8th August 2017 to quality assure agency action plans and supporting evidence. Outcome letters have been disseminated to chief officers and an outcome report was tabled at the Board in March 2018.
- Monitored the implementation and reviewed the learning from the DA JTAI SSCB action plan
- School Governor Section 11 report was presented to the subgroup June 2017. 78 (80%) schools completed either the GM toolkit or the [Schools Safeguarding Standards](#). This is to be repeated annually.
- Quarterly safeguarding performance reports are critically reviewed by the Sub-group and the Board with specific focus and challenge on the identified board themes.
- Continued to refine the multi-agency dataset which aligns to the Board's themed priority areas. The domestic abuse dataset work has been undertaken in partnership with the TDAB. Complex safeguarding and the CSE/A dataset are also under review along with EHWP, Early Help and Neglect. These datasets are supplemented with a core dataset from Children Services.
- Continued to use an assurance proforma for priority areas to review data, highlight achievements and learning and facilitate challenge. This has informed the SSCB operating model and has been successful.
- Planning to submit an Early Adopter bid for the DfE programme to develop and test innovative approaches to implementing the new safeguarding reforms. This is an opportunity to review the effectiveness of our Quality Assurance and Learning and Improvement framework to better understand the impact and improve outcomes.
- CCG and LA identified additional data analyst support to assist with a review of the performance report and datasets
- Considered the impact of GDPR on SSCB and new partnership arrangements

What difference has it made?

- Obtained assurance that agencies were compliant with their organisational safeguarding responsibilities.
- Schools provided further assurance regarding 5 key emerging areas of concern from s.11
- The dataset narrative tells the story behind the data and highlights changes within practice.
- The Salford 'partnership is committed to evaluating the quality of multi-agency work'⁹ and the performance monitoring arrangements are continuing to develop to enable better understanding of the quality of frontline practice.

Key Challenges

- Limited subgroup capacity to sustain this level of activity
- Await the publication of Working Together 2018 for direction and future development
- Engaging independent schools with s.11 audits
- Section 11 duty is absent in the draft requirements for the 'safeguarding partners' to set out in their published local arrangements.
- Evidencing impact on outcomes for children and their families

⁹ [Joint targeted area inspection \(JTAI\) of the multi-agency response to abuse and neglect in Salford \(September 2016\)](#)

- Engaging with relevant the GM work streams and the implementation of the GM Safeguarding Standards Board.
- Intermittent gaps in data and analysis which inhibits the Boards ability to effectively scrutinise frontline practice
- Developing robust definitions for performance indicators
- Aligning priority area subgroup meetings to the Board 'themed' forward plan
- Incorporating GM datasets and the evolving work from other local Partnership Boards
- Agency attendance has impacted on the capacity to undertake work within specific timeframes.
- Ability to scrutinise the effectiveness of early help within the proposed new safeguarding arrangements. See [Key Assurance Area 1: Early Help](#)

Priorities 2018-19

- Support the implementation of the new safeguarding arrangements and Early Adopter Programme
- Follow up S11 Audit responses from Independent Schools
- Plan the multi-agency quality audit programme for the partnership
- Review and refresh the Quality Assurance and Learning and Improvement framework
- Agree the local model and tool for the next S.11 under the new safeguarding arrangements
- Review the Sub-group TOR and membership
- Consider re-recruiting a SSCB/SSAB Performance and Quality Assurance officer
- Continue to support the themed priority areas of the partnership with priority leads to formally agree routine data collection and review gaps.
- Continue to explore opportunities to work with other local Partnership Boards and build on regional activity.

Additional Information:

- www.partnersinsalford.org/sscb/qalif.htm
- www.partnersinsalford.org/sscb/sscbperformancemanagement.htm

Andrea Patel

Designated Nurse Safeguarding Children & LAC, Salford CCG

Learning & Improvement, Performance & Quality Assurance Subgroup Sub-Group Chair

Child Death Overview Panel (CDOP)

The CDOP is a statutory Sub-group of the SSCB. Salford CDOP operates as a tri-partite arrangement with Bolton and Wigan authorities to review all child deaths where the child is normally resident in these areas. Findings are used to prevent future child deaths. The CDOP reviews are retrospective and are not undertaken until other processes are completed and all information is available.

- Since 2007 BSW CDOP has recorded 736 child deaths
- In 2017-18 BSW CDOP received 73 notifications, of these 25 notifications (34%) were children normally resident in Salford. This is an increase from 19 in 2016-17
- The panel closed 83 cases in 2017-18 of which 27 (33%) were children normally resident in Salford.
 - 14 (52%) children were under 28 days old with a further 4 under 1 year old in Salford
 - 18 children (67%) were under 1 year old in Salford. This is in keeping with national figures. Common features in such cases are prematurity or extreme prematurity or the child being born with life limiting conditions.
 - 8 (30%) in Salford were identified as having modifiable factors. In the main these were around maternal smoking or high (30+) BMI.
- In 2017-18 there were 5 identified cases of Sudden Unexplained Death in Infancy (SUDI) but only 1 had any modifiable factors which were around sleeping conditions.

LA	Notified Cases				Total
	2014-15	2015-16	2016-17	2017-18	
Salford	27	22	19	25	93
BSW total	63	72	72	73	280

Key Achievements 2017-18

- Attended the regional conference in November 2017.
- The Board is updated annually in detail about the BSW CDOP and GM CDOP activity.
- The CDOP data collection process and analysis has developed both locally and across Greater Manchester. BSW CDOP contributed to the GM CDOP Annual Report 2017-18
- Contributed to the GM Sector Led Improvement Plan (SLI). Salford now has an action plan to address the areas such as smoking during pregnancy, consanguinity, safe sleeping and low birth weight.
- BSW CDOP and Public Health Lead continue to conduct reviews, monitor the number of child death notifications and consider the GM CDOP recommendations.

Key Challenges

- To draw conclusions from a relatively small number of cases each year
- In complex cases, or deaths where an inquest needs to be held, the length of time taken from notification of the death to closure of the case can be extended
- SSCB Case Review and Audit Sub-group to monitor the implementation of the SLI plan.
- Changes to the Child Death Review process nationally. New guidance will be published in autumn.
- The implications with the national policy lead moving to the Department of Health.
- National Database not expected to be fully operational for 2 years whilst the contract holders develop and test the database.

Priorities 2018-19

- BSW CDOP to continue to provide assurance on the GM SLI action plan which aligns to the CDOP recommendations 2017-18. Particularly the work to tackle the issue of deaths under the age of 1 who are the most vulnerable in GM.
- BSW CDOP to support the implementation of the new safeguarding arrangements and Early Adopter Programme

Additional Information:

- www.partnersinsalford.org/sscb/childdeathoverviewpanel.htm

Mick Lay

BSW CDOP Independent Chair

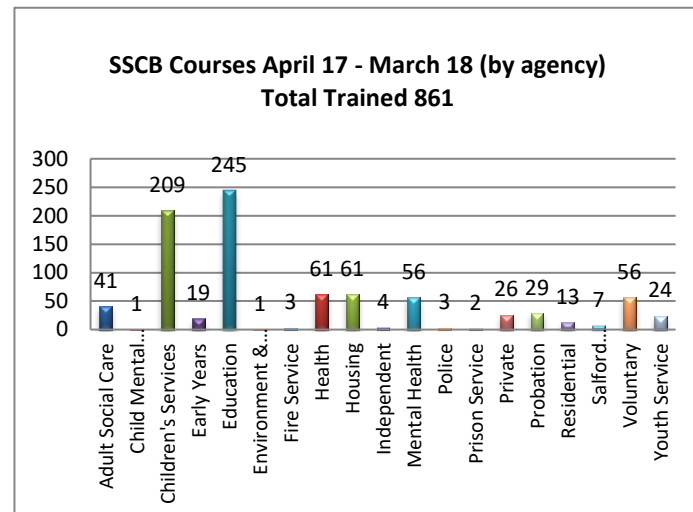
Deborah Blackburn

Assistant Director Public Health Nursing, Salford City Council
Salford CDOP Working Group Chair

Strategic Training Sub-group

Key Achievements 2017-2018

- The SSCB continues to provide a comprehensive multi-agency workforce development programme linked to Board priorities, core knowledge requirements, and emerging issues and lessons.
- Over 1800 delegates accessed an SSCB course, seminar or learning event with over 80 face-to-face learning opportunities including a choice of 18 courses, 18 seminars, and a learning event.
 - 3% increase in attendance compared to last year.
 - 7% increase in seminar attendance
 - Education and Children's Services continue to have the highest attendance
 - Increase in attendance from Adult Services, Probation and Private sector
 - Training is being accessed by agencies that have never accessed the programme before
- Hosted a Training Pool Development Day 27th June 2017 and maintained a healthy training pool to deliver the multi-agency training programme.
- A proposal paper for a joint strategic training sub-group with SSAB was presented to the SSCB June 2017. Members agreed in principle but it should not be to the detriment of SSCB Training.
- Refreshed the process for training pool recruitment, induction, retention and departure.
- Developed additional training i.e. gangs and organised crime, beds in sheds, sexual abuse, suicide awareness.
- Implemented a standard fee for verification of training if providers charging participants.
- Implemented and regularly disseminate 7 minute briefings and latest news e-bulletin's
- Maintained good working relationships with the EHWPB and supported them to coordinate delivering and evaluating training to measure the long term impact on practice, their agency and outcomes for children.
- Continued to
 - update all courses in the light of national policy revisions, SCRs, local audits and case reviews
 - monitor and evaluate the effectiveness of training
 - promote national e-learning courses which align to SSCB priority areas
 - Identify and support single agency training champions and specialist mini-training pools to write, revise and deliver courses
 - Encourage training pool members and champions to attend training and embed relevant learning into the SSCB and single agency training.



What difference has it made?

- Multi-agency training is important in supporting understanding of local need and responding to emerging needs
- *'A range of multi-agency SSCB training and workshops have taken place to develop further the skills and knowledge of frontline professionals, including the voluntary sector, to engage with communities to provide support and reduce risk.enabled professionals to be confident and sufficiently skilled in working in this area of practice...health professionals stated that they value this training, particularly for the opportunities to network and develop their understanding of other professionals' roles and responsibilities'*¹⁰
- *"I have been impressed by the quality of the SSCB training courses that I've attended to date. Particularly the CSE, Introduction to Domestic Abuse and Parental Substance Misuse courses. I've found the range of resources they've used - including film / internet materials - and the expertise of the trainers - who have provided case examples and shown a very high level of knowledge - to be excellent. Group learning activities have also been interesting and pitched at a good level."* National Probation Services Officer, June 2017
- *"I found this course informative and enjoyable. I feel more confident in recognising child abuse and responding to it. Fab range of activities. I will recommend this course highly! Thank you."* Foundation – June 2017

¹⁰ [Joint targeted area inspection of the multi-agency response to abuse and neglect in Salford \(September 2016\)](#)

- *“Thank you for starting my safeguarding journey so well. I feel fully equipped with strategies and I have confidence to deal with CP issues in school.”* Foundation, April 2017

Key Challenges

- Reduced agency attendance, with some agencies not accessing the programme at all. 4 courses cancelled due to low nominations despite being priority areas e.g. Neglect, GCP and GFM.
- Not all training pool members are active and not all statutory agencies are well represented.
- Difficult to monitor what national e-learning courses agencies are accessing
- Verification of single agency training
- Await the publication of Working Together 2018 for direction.
- Budget pressures and resources e.g. venues and maintaining the training pool.
- Mapping of training provision across local and GM Boards/Partnerships
- Co-hosting events and training with other local and GM Board/Partnerships
- Capacity to manage core business and support from other local partnership Boards.
- Evaluating the long term impact of training on practice and outcomes effectively

Priorities for 2018-19

- Review subgroup TOR and membership with SSAB
- Refresh the SSCB Learning and Development Strategy
- Lead a safeguarding training needs analysis of the children’s workforce
- Support the implementation of the new safeguarding arrangements and Early Adopter Programme
- Identify the most effective methods of learning by professionals and consider embedding other forms of training delivery within the SSCB training programme i.e. Spotlight briefings, lunch bowl sessions, accredited courses, webinars etc.
- Continue to strengthen working relationships with other local Partnership Boards
- Continue to work with single agency training champions to support partners to deliver single agency safeguarding training

Additional Information:

- www.partnersinsalford.org/sscb/sscbtraining.htm
- www.partnersinsalford.org/sscb/sscbcourses.htm
- www.partnersinsalford.org/sscb/sscbseminars.htm
- www.partnersinsalford.org/sscb/externalelearningcourses.htm

Clare Kelly

Assistant Director of Nursing – Safeguarding, Salford Royal Foundation Trust
Strategic Training Sub-group Chair

Sharn Begum

SSCB Training Coordinator
Strategic Training Sub-group Deputy Chair



Section 4: Planning for the Future

Key Assurance and Themed Priorities for 2018-2019

There are three key assurance areas and four themed priorities for this year's Business Plan. An overarching theme will be to support the implementation of the new safeguarding arrangements and Early Adopter Programme. The components of each of these priorities remains, of course, subject to continual review and revision as new or recurring issues and trends are identified. Additional areas for the Board's attention may also be added at any time.

Themed Priorities

Priority Area 1: Neglect	<p>Refresh the local Neglect Strategy and subgroup work plan to include the following:</p> <ul style="list-style-type: none"> • Review the local response to child neglect. This should include the effectiveness of MARAM tools and legal advice. • Ensure all partners embed and consistently use the MARAM tools to good effect • Promote the newly developed early help pathway for managing neglect where use of tools and interventions is linked to the I-Thrive model. • Continue to identify and support agency neglect champions • Ensure the Early Help- Neglect Audit is completed, findings disseminated to partners and recommendations incorporated into a consolidated action plan which will be monitored by the Early Help Steering Group. • Benchmark Salford against the findings in Growing up neglected: a multi-agency response to older children • Review training to ensure Safe Sleep messages are sufficiently embedded • Continue to review the neglect dataset to ensure accurate and meaningful e.g. Report on the use of Graded Care profiles and the MARAM tools by multi-agency teams • Develop a local campaign to raise awareness of the signs, symptoms and impact and prevent child neglect. • Continue to encourage multi-agency attendance Neglect and MARAM training • Ensure the recommendations from SCR F1 inform the subgroup work plan and refresh of the local obesity strategy. • Attend RIP training re Poverty, inequality, neglect: building strategic thinking September 2018 • Consider Educational Neglect and seek assurance from the Education on Track pilot project • Consider neglect of older children and a focus on trauma-based approaches to tackle it
Priority Area 2: Child Sexual Abuse and Exploitation	<ul style="list-style-type: none"> • Op Phoenix Team to inform the development of a Complex Safeguarding Hub • Consider developing a learning disability pathway • To continue to work and develop the CSE/A dataset to ensure accurate and meaningful • To continue to work closely with the Local Authority MFH team.
Priority Area 3: Missing from Home, Care and Education	<p>Missing from Home and Care</p> <ul style="list-style-type: none"> • Evaluate the Footsteps pilot and Unity Radio project • Establish service user feedback mechanisms to enable the experiences of young people to inform the service • Investigate if lack of police support has impacted on the disruption ability. • Implement the recommendations from the MFH Audit April 2018 • Continue embedding the use of Tier 1 and 2 MFH meetings and challenge services when these meetings hit the criteria but are not convened • Consider recruiting a student to increase capacity. • Develop a MFH schools policy and flow chart <p>CME</p> <ul style="list-style-type: none"> • Attend the regional CME meetings to share and develop best practice • Develop and deliver a CME/EHE seminar for partner agencies • Support the development of a GM CME policy and develop a local referral pathway • Publish and promote the 7 minute briefings

	<ul style="list-style-type: none"> • Work with agencies to effectively support ethnic minorities, asylum seekers, refugees and Gypsy Roma Travellers
Priority Area 4: Complex Safeguarding	<ul style="list-style-type: none"> • Ensure representation on the GM Complex Safeguarding Steering Group • Publish the complex safeguarding event resource pack • Ensure each strand under complex safeguarding has a local strategy and work plan • Align local activity to the Police and Crime Plan March 2018 and GM Complex Safeguarding Strategy in development • Integrate the subgroups of the Children's and Adult Safeguarding Board and Community Safety Partnership • Ensure the business case for the complex safeguarding hub is shared with SSCB and SSAB. • Further develop robust local data reporting mechanisms and contribute to the outcomes and impact from the workshop June 2018 • Consider a further complex safeguarding event 2019 • Continue to support national and GM campaigns to raise awareness of complex safeguarding issues <p>Modern Slavery</p> <ul style="list-style-type: none"> • Support the SSAB to coordinate local attendance at the North West ADASS train the trainer course on Modern Slavery and plan training sessions for 2018 • Develop and publish a modern slavery statement <p>Organised Crime</p> <ul style="list-style-type: none"> • Provide assurance to the SSCB and SSAB regarding the Project Gulf Delivery Plan • Support Programme Challenger to develop a GM Challenger Serious and Organised Crime Strategy 2018-20 • Consider submitting a funding bid to the Home Office under the anti-knife crime program <p>Prevent</p> <ul style="list-style-type: none"> • To update the Prevent action plan with all partners across Salford. • To carry out a training audit to ensure that all front line staff have an awareness of PVE. • To consider and adopt the recommendations from the Cohesion Commission • Support the implementation of a Greater Manchester Dovetail Hub and pilot evaluation. <p>FGM</p> <ul style="list-style-type: none"> • Continue to refresh the Task Group work plan • Continue to deliver the FGM training seminars as part of the SSCB multi-agency complex safeguarding training model • Continue to report to the TDAB and the Complex Safeguarding Task and Finish Group • Continue to quality assurance local data and contribute to the GM and national data set collection. • Implement the local multi-agency screening tool and consider the National FGM Assessment Tool for Social Workers • Chair to attend FGM Designated Nurse Regional Meeting • Continue to audit FGM referrals into the Bridge Partnership • Ensure local needs assessment and service review informs commissioning • Support the Home Office FGM campaign in October 2018 • Work in partnership with Manchester CSP to contribute to the regional FGM event

Key Assurance Areas

Assurance Area 1: Early Help	<ul style="list-style-type: none"> • Ensure the Early Help Audits are completed, findings disseminated to partners and recommendations incorporated into a consolidated action plan which will be monitored by the Early Help Steering Group. • Continue to refine the Early Help dataset to enable effective performance management reporting and monitoring arrangements and robust monitoring of outcomes with clear governance. • Continue to evaluate the Bridge and the Early Help offer to drive performance e.g. Bridge Peer Review • Refresh the Early Help Strategy action plan to further strengthen the Early Help Offer • Review the threshold of need framework following the implementation of Working Together 2018 and the Early Help Strategy • Request an update on the 0-25 Board programme plan and assurance on the effectiveness of Early Help • Establish and promote the integrated locality early help family hubs across the City. • Further city-wide evaluation to understand the Early Help model in the context of other localities • Launch the Early Help Assessment November 2018 and provide targeted intervention in sectors which have produced a low number of assessments • Roll out signs of safety across the thresholds of need
Assurance Area 2: Children Affected by Domestic Abuse	<ul style="list-style-type: none"> • Support the TDAB to update the delivery plan • Explore with partners the option for dedicated staff e.g. Domestic Abuse Co-ordinator
Assurance Area 3: Emotional Health and Wellbeing	<ul style="list-style-type: none"> • SSCB to seek assurance from the EHWP Partnership regarding the implementation of the Ambition Priorities for 2018/19¹¹

¹¹ [CAMHS Transformation Plan - March 2018](#)



Section 7: Glossary and Appendices

Glossary

AGMA	Association of Greater Manchester Authorities
AILC	Association of Independent LSCB Chairs
BWS	Bolton Wigan Salford
CAF	Common Assessment Framework
CAFAS	Children and Family Assessment
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CDA	Childrens Domestic Abuse
CDOP	Child Death Overview Panel
CEOP	Child Exploitation and Online Protection
CIN	Children in Need
CME	Children Missing Education
CP-IS	Child Protection- Information System
CPP	Child Protection Plan
CQC	Care Quality Commission
CRC	Community Rehabilitation Company
CSA	Child Sexual Abuse
CSC	Children's Social Care
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
CWD	Children with Disabilities
CYPTB	Children and Young Peoples Trust Board
DA	Domestic Abuse
DASH	Domestic Abuse, Stalking and Honour Based Violence
DHR	Domestic Homicide Review
EHE	Elective Home Education
EHWB	Emotional Health and Wellbeing Board
EIP	Early Intervention and Prevention
FGM	Female Genital Mutilation
FYYPB	Family Justice Young People's Board
GCP	Graded Care Profile
GM	Greater Manchester
GMCA	Greater Manchester Combined Authorities
GMMH	Greater Manchester Mental Health NHS Foundation Trust
GMP	Greater Manchester Police
GMSP	Greater Manchester Safeguarding Partnership
HWB	Health and Wellbeing Board
JSNA	Joint Strategic Needs Assessment
JTAI	Joint Targeted Area Inspection
LA	Local Authority
LAC	Looked After Child(ren)
LADO	Local Authority Designated Officer
LSCB	Local Safeguarding Children Board
MAPP	Multi-Agency Public Protection Arrangements
MARAC	Multi-agency Risk Assessment Conference
MARAM	Multi-agency Risk Assessment Model
MFH	Missing from Home
NICE	National Institute for Clinical Excellence
NOMS	National Offender Management Service
NPS	National Probation Service
OCG	Organised Crime Group
PCSO	Police Community Support Officer
PRU	Pupil Referral Unit
SCR	Serious Case Review
SEN	Special Educational Needs
SRFT	Salford Royal Foundation Trust

SSAB	Salford Safeguarding Adult Board
SUDC	Sudden Unexpected Death in Infancy
TDAB	Tackling Domestic Abuse Board
TOR	Terms of Reference
VCSE	Voluntary Community Social Enterprise
WOA	Week of Action
WRAP	Workshop to Raise Awareness of Prevent
YPDAM	Young Peoples Domestic Abuse Meeting
YPP	Young Person's Plan
YPVA	Young Person Violence Advisor



Appendix 1: Board Membership 2017-18

Chair

Westwood, Simon	Independent Chair	Salford Safeguarding Children Board
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Vice Chair

Thorpe, Francine	Director of Quality & Innovation	NHS Salford Clinical Commissioning Group
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Statutory Members

Armfield, Karen	Head Teacher	Boothstown Methodist Primary School
Blackburn, Deborah	Assistant Director: Public Health Nursing	Salford City Council
Buckley, Cathryn	Head of Adult and Child Safeguarding, Greater Manchester Mental Health	GM Mental Health Foundation Trust
Dixit, Kalpesh	Designated Doctor	NHS Salford Clinical Commissioning Group
Ford, Emma	Head of Safeguarding and Quality Assurance	Salford City Council
Hassall, Anthony	Chief Accountable Officer	NHS Salford Clinical Commissioning Group
Herne, David	Director Public Health	Salford City Council
Hubber, Sharon	Assistant Director Specialist Services	Salford City Council
Kelly, Clare	Assistant Director of Nursing Services for Safeguarding	Salford Royal Foundation Trust
Millington, Howard	Superintendent	GMP, Salford Division
Nathan-Lingard, Sarah	Service Manager	CAFCASS
Patel, Andrea	Designated Nurse Safeguarding Children & LAC	NHS Salford Clinical Commissioning Group & representing NHS England
Pugh, Nicola	Community Director	Cheshire & Greater Manchester Community Rehabilitation Company
Ramsden, Charlotte	Director for Children's and Adult Services	Salford City Council
Seale, Manjit	Assistant Chief Executive	National Probation Service

Non-statutory Members

Lay, Mick	Independent Chair	Bolton, Salford & Wigan CDOP
Murray, Louise	VOCAL Representative	Salford CVS

Sub Group Chairs

Packer, Christopher	Detective Chief Inspector	Greater Manchester Police
Rogers, Polly	Salford Health Works Advisor	Salford City Council
Rumley, Tim	Senior Youth Service Manager	Salford City Council

Advisors to the Board

Ashton, Lorraine	Solicitor, Legal Section	Salford & Manchester Councils
Burfitt, Elaine	Named Doctor for Safeguarding	Salford Royal Foundation Trust

SSCB Officers

Barrett, Lindsay	Training Officer	Salford Safeguarding Children Board
Begum, Shahanara	Training Coordinator	Salford Safeguarding Children Board
Bentley, Vivienne	Senior Business Support Officer	Salford Safeguarding Children Board
Hulme, Debbie	Administration Assistant	Salford Safeguarding Children Board
Slack, Tiffany	Board Business Manager	Salford Safeguarding Children Board

Participating Observers

Cllr Stone, Lisa	Lead Member for Children's Services	Salford City Council
Cllr Walsh, John	Executive Support for Education & Learning	Salford City Council

Lay Member

Rabbi Grant, Simon	Director of Community Services	Binoh of Manchester
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Appendix 2: Statutory Board Members Attendance 2017-18

Agency	% attended
Adult Services, Salford City Council	67%
CAFCASS*	n/a
Children Services, Salford City Council	100%
Community Rehabilitation Company	83%
CVS	100%
Education	83%
GMP, Salford Division	67%
GM Mental Health NHS Foundation Trust	67%
Lay Member	50%
National Probation Service	83%
NHS England	100%
Public Health, Salford City Council	17%
Salford CCG	100%
SRFT	100%

*Senior Head of Service - Greater Manchester wrote to Salford LSCB's in December 2015 to confirm CAFCASS local contributions and arrangements.



Appendix 3: Board Structure 2016-2018

Salford Safeguarding Children Board Independent Chair
Coordination and Delivery Group Interim Chair: Designated Nurse: Designated Nurse Safeguarding Children & LAC (CCG)

SSCB Sub Groups

Education Chair: Head Teacher (SCC)	Case Review and Audit Chair: Head of Safeguarding (SCC)
Learning and Improvement - Performance and QA Chair: Designated Nurse Safeguarding Children & Looked After Children (CCG) <i>(Joint with CYPTB, led by SSCB)</i>	
Strategic Training Chair: Assistant Director of Safeguarding Nursing (SRFT)	Sexual Abuse and Exploitation Chair: Detective Chief Inspector (GMP)

Joint or Shared Sub Groups

Voice of the Child Chair: Senior Youth Work Manager <i>(led by CYPTB)</i>	CDOP Chair: Independent <i>(led by Bolton LSCB)</i>
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Reference Groups/ Critical Friends

Practitioner Forum Chairs: Learning Support Service Manager & CAF Coordinator (SCC)

SSCB Task and Finish Groups 2017/18

Children's Domestic Violence Chair: Head of Safeguarding (SCC) <i>(led by CSP)</i>	Neglect Chair: Independent Review Service Manager (SCC)
Complex Safeguarding Chair: Assistant Director Public Health Nursing (SCC)	
Female Genital Mutilation Chair: Designated Nurse Safeguarding Children & LAC (CCG)	Communication, Engagement and Awareness Chair: Assistant Director Public Health Nursing



Appendix 4: Budget 2017-2018

Income 2017-2018		Expenditure 2017-2018	
Salford City Council	£116,925	Staffing	£189,248
Health	£ 91,197	Training	£454
GMP	£13,500	Office Expenses	£15,135
National Probation Service	£2,264	Professional Fees	£41,332
CRC	£2,426		
Schools	£ 28,524	Other staff related costs	£2,859
CAFCASS	£ 550		
Other (Non attendance)	£1,520		
Total	£256,906	Total	£249,028
Balance B/fwd into 2017/18	£31,100	Balance C/fwd into 2018/19	£38,978

Staffing Costs	
Training Coordinator 1.0 FTE	
Training Officer 0.5	
Senior Support Officer 1.0 FTE	
Business Manager 1.0 FTE	
Administrative Assistant 1.0 FTE	
Total	£189,248

Professional Fees	
Serious Case Review	£4,200
CDOP	£14,782
Independent Chair	£17,500
Other Professional Fees	£4,850
Total	£41,332



Appendix 5: Organisational Structure- Governance and Accountability Arrangements

