



Salford
**Safeguarding
Children Board**

Keeping children safe IN Salford

Salford Safeguarding Children Board

Annual Report 2011

Keeping Children Safe IN Salford

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1. Introduction

I am very pleased to be introducing the first annual report for Salford's Safeguarding Children Board (SSCB). Annual reports were a new requirement for Local Safeguarding Children Boards following the introduction of the new Working Together guidance in March 2010. The requirement is to have the first report published by 1st April 2011, but I believed that it would provide better context for this, the first report, if it covered the period from April 2009 to March 2011. From 2012, the annual report will be published at the end of each financial year. The aim of the report is to demonstrate the extent to which the functions of the Safeguarding Board are being discharged in Salford and also to include an account of the progress being made in implementing the actions from Serious Case Reviews (SCR's).

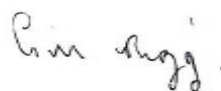
It has been a significant two years for the SSCB. I was privileged to be appointed as Salford's first Independent Chair in April 2009, and there was full agreement from the SSCB that changes in the working of the Board were required. We have made the changes which were needed to ensure clear accountabilities and governance, and following a period of consultation, the SSCB was re-established in April, 2010, with a revised Executive and sub group structure, and clarity of relationship with the newly formed Children & Young People's Trust Board (CYPTB).

Safeguarding children in Salford is a very challenging task, and it was clear that there

is a significant amount of development needed across the partnership. Independent audit and Ofsted inspections in 2009 and 2010 confirmed the scale of the changes needed to ensure children were safe. Substantial work has been undertaken both within the Council, but also across the Board. It is positive to note that the latest Ofsted inspection, undertaken in February 2011 and published in March 2011, identified significant improvements in the Contact, Referral, and Assessment arrangements within the Council. The partners on the Board have demonstrated a commitment to working effectively together, and whilst there was initially insufficient capacity within the Board to drive the changes needed, that has now been rectified.

The Board identified clear priorities for development and improvement for 2010 and 2011 which are outlined in the report and we have the will and determination to drive forward the changes needed to effectively safeguard children in Salford. I hope you find the report interesting.

Gill Rigg - Independent Chair, Salford Safeguarding Children Board



28 March, 2011

2. Role and the scope of Salford Safeguarding Children's Board (SSCB)

The vision of the Salford Safeguarding Children Board is:

To provide the very best for all children and young people by creating an accessible 'one-service' culture both within the Council and with our partners.

The principles and values which underpin the work of the Local Safeguarding Children Boards are in line with *Working Together to Safeguard Children*, 2010 and endorse the United Nations Conventions on the Rights of the Child.

Equality and diversity should be respected and promoted in order to meet the individual needs, regardless of their gender, ability, religion, ethnic origin, disability, language, sexuality or age. We are committed to anti-discriminatory practice, ensuring equality of opportunity for all children, young people and their families.

Working in partnership with children, young people and their families to ensure their views are taken into account, to maintain cooperative working relationship, influence planning, systems and processes, developments and commissioning. Confidential practices should be adhered to.

All agencies have a shared responsibility to work together and safeguard children and young people and promote their welfare.

Provide good quality services that are consistent and follow safe practice requirements regarding recruitment.

Provide up-to-date information and advice to enable children, families and communities to make informed decisions and make a positive contribution.

The SSCB is accountable for actions, open to challenge and learn from practice in order to achieve continuous improvement.

The core objectives of the SSCB are set out in primary legislation and regulations, as follows:

- To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
- To ensure the effectiveness of what is done by each such person or body for that purpose

A LSCB is not an operational body or one which delivers services to children, young people and their families. It contributes to broader planning, commissioning and delivery of services and holds frontline practitioners accountable for operational work.

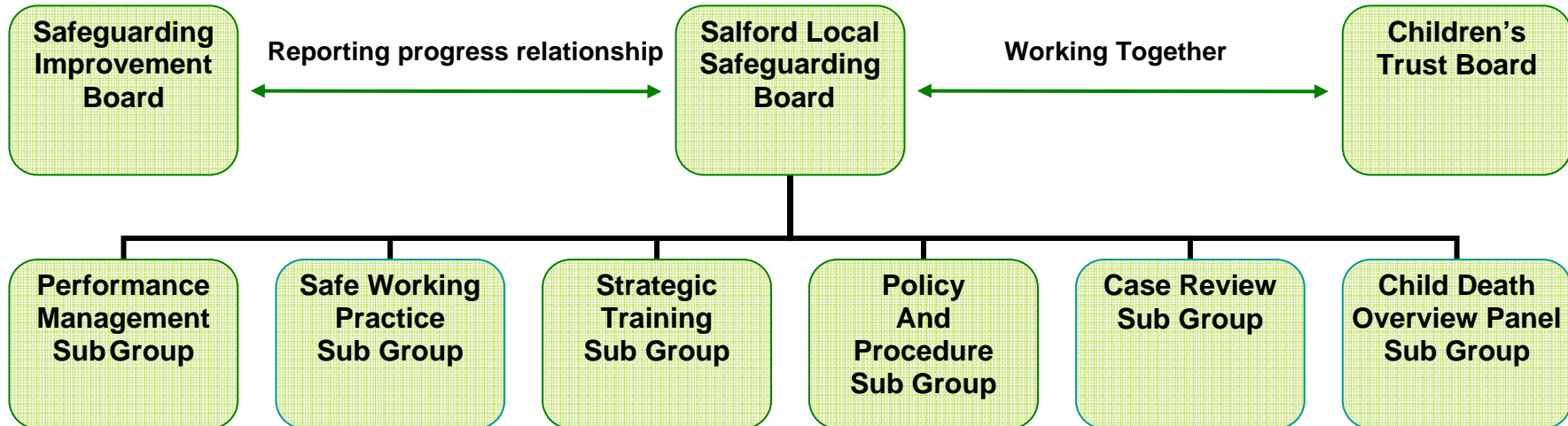
The scope of the SSCB role falls into three categories:

- Engage in activities that safeguard all children and aim to identify and prevent maltreatment, or impairment of health or development, and to ensure that children are growing up in circumstances consistent with safe and effective care;
- Lead and co-ordinate proactive work that aims to target particular groups
- Lead and co-ordinate arrangements for responsive work to protect children who are suffering, or likely to suffer, significant harm.

3. Structure of Salford Safeguarding Children's Board

The following diagram shows the structure of the SSCB, the Executive and the sub group structure beneath it.

It also identifies the relationship to the Improvement Board and to the Children and Young Peoples Trust Board.



4. Governance

The SSCB made a series of proposals in respect of accountability and governance to the Local Strategic Partnership (LSP) in November, 2009. The LSP provides the forum for setting and reviewing the strategic vision for the local area, contained in the Sustainable Community Strategy. The LSP provides the means through which children and young people's issues can be fully integrated into those of the wider community, and the Children and Young Peoples' Trust Board (CYPTB) was already a thematic partner within the LSP as it relates to children, young people and families.

It therefore was appropriate that the SSCB should be accountable to the SSP Executive and this was agreed. This reflects SSCB's key role as the lead on *staying safe*, both in raising the profile of safeguarding and on prioritising the protection of children and young people. It also fulfils the requirement that the Chief Executive and Leader of the Council are able to satisfy themselves that the Director of Children's Services is fulfilling the responsibility for safeguarding and promoting the welfare of children and young people.

The responsibilities of the SSCB are complementary to those of the Children's Trust. The SSCB works alongside the Salford Children's Trust to promote co-operation between partners, including children and young people and their families, to improve the wellbeing of children in the local area. The Chair of the SSCB is a member of the CYPTB, and the Chair of the CYPTB is a participating observer on the SSCB

The LSCB's were established to ensure the protection of children is effectively co-ordinated and to link and integrate child protection into the broader range of universal and targeted services to meet the needs of children. Their main scope includes

safeguarding and promoting the welfare of children in the following three broad activities:-

- Responsive work to protect children who are suffering or are likely to suffer significant harm
- Proactive work to target particular groups who may be vulnerable
- Activity which aims to identify and protect all children from maltreatment or harm and ensuring that children are growing up in circumstances consistent with the provision of safe and effective care

The SSCB works with the CYPTB works to improve the well being of children and young people and addresses the causes and consequences of the issues that affect the safeguarding of children and young people. The SSCB is not subordinate to the CYPTB, they work collaboratively to agree protocols which allow the SSCB to effectively challenge and scrutinise the work, commissioning and delivery of the CYPTB to safeguard children in Salford. The CYPTB, drawing on consultation, advice, evidence and challenge from the SSCB through this report, will develop and review their Trust's Business Plan. This helps ensure that safeguarding arrangements, practices, overarching structures, processes and culture are put in place to improve safeguarding and promotion of welfare. The CYPTB does not have a formal subgroup structure, rather a series of task and finish groups which reflect the recent changes to the status of CYPTB's nationally.

5. State of Safeguarding in Salford

It is important to understand the context in which the SSCB operates. Salford is situated to the west of the Greater Manchester and covers an area of 37 square miles. There are around 216,400 people living in Salford and of these 55,763 (25%) are children and young people aged 0-19 years, a high proportion of whom are children aged 0-4 years. In the report on the Indices of Deprivation in England, (2007), the Local Concentration measure shows the severity of multiple deprivation in the authority, measuring hot spots of deprivation, Salford ranked 15th most deprived area in the country, including 'super output areas', where some of the most deprived of the city live. The city, whilst traditionally mostly of white British ethnicity is changing with a more diverse population as well as the second largest Orthodox Jewish Community in the country.

Salford has an increasing birth rate with approximately 12.9% of children living in households with only one parent, (compared to 9.6% across England and Wales). Salford has a significant amount of social housing (approximately 45%) and there has been an upward trend in employment rates. The number of children with a Child Protection plan rose from just under 250 in April 2009 to over 400 at the end of January 2011.

The SSCB has faced significant challenges in its role in improving safeguarding services within Salford over the past two years. There was complete agreement that the SSCB was not working effectively in April 2009, and substantial changes were made to its structures over the course of the next year to make it fit for purpose. The need to effectively resource the Board, like many other Boards has been a challenge, especially as the need for financial restraint has increased.

The Unannounced inspection of the Contact, Referral and Assessment arrangements within the Council identified areas of weakness and three priority actions in August 2009 and the full inspection of Safeguarding and Looked After Services undertaken in June 2010 identified that arrangements for safeguarding were inadequate.

There was a significant and focussed response to this both within the Council, but across the partnership. A Safeguarding Improvement Board was established to respond to an Improvement notice issued by the Minister of State for Children and Families, with an Independent Chair, underpinned by a safeguarding action plan. There has been substantial activity to improve the safeguarding service, and improvements to safeguarding services have been noted across the partnership, although it is recognised that sustained action will continue to be needed to ensure that the improvement journey continues.

The SSCB is now providing a more robust challenge to its constituent agencies over their safeguarding activities and multi-agency auditing is being developed. An assessment of each agencies arrangement for safeguarding is being carried out through a Section 11 audit. Capacity has been increased through the recent appointment of a Board manager and the Council has recently appointed both a permanent Director of Children's Services (DCS) and an Assistant Director Specialist Services.

There has been an increased investment in Health Visiting services, however, it is accepted that the future changes as laid out in the Health White paper will bring further challenges.

A SSCB manager will be appointed to develop further capacity for the Board.

A further Unannounced inspection of the Council's contact, referral and assessment arrangements in February 2011 found that the priority actions which had been identified at the previous unannounced inspection in 2009 have all been met. Significant progress has been made on the recommendations for immediate action made at the Safeguarding and Looked after Children inspection in May 2010. In addition progress has been made on other relevant recommendations.

The following were some of the key improved areas identified:

- The council has a robust improvement plan in place to tackle the recommendations from previous inspections which is supported by good performance management and quality audits.
- A newly created and agreed multi-agency threshold document is in place and used appropriately in decision making by social care managers and partners agencies.
- Senior managers are visible and easily accessible and undertake regular pieces of work including file audits to assure themselves of the quality and quantity of work undertaken.
- Salford's Safeguarding Children Board actively ensures that appropriate and creative training opportunities are delivered for staff so that they continue to develop skills.

It was also identified that the following required further development:

- The quality of assessments undertaken is too variable.

- Management decisions are not clearly recorded in all cases
- The electronic system (ICS) for the recording of child protection enquiries and strategy discussions is complicated and results in significant duplication of work.
- Although new permanent managers are now being appointed, the long term interim management arrangements and changes of manager have in some cases contributed to low morale, amongst some staff, weak supervision arrangements and some inconsistent management decision making

These early signs of improvements in the Councils safeguarding services are very positive, but the SSCB is aware that the Board needs to continue to develop and drive the improvements needed in safeguarding across all of the agencies over the coming year. The ongoing challenge of managing within a reducing financial resource, together with significant organisational change, means that the SSCB will need to focus on the improvement journey within a changing and demanding environment.

6. Serious Case Reviews

The statutory guidance "Working Together to Safeguard Children" 2010 (WT) requires that Local Safeguarding Children Boards (LSCBs) undertake a SCR in accordance with Chapter 8 of that statutory guidance in the following circumstances:-

"When a child dies (including death by suicide) **and** abuse or neglect is known or suspected to be a factor in the death, the LSCB should **always** conduct a SCR into the involvement of organisations and professionals in the lives of the child and the family."

The purposes of SCR's are to: -

- Establish what lessons are to be learned from the case about the way in which local professionals and organisations work individually and together to safeguard and promote the welfare of children.
- Identify clearly what those lessons are both within and between agencies, how and within what timescales they will be acted on, and what is expected to change as a result; and
- Improve intra- and inter-agency working and better safeguard and promote the welfare of children

The annual report is required to include an account of the progress in implementing actions from SCR's undertaken.

During the period covered by this report, the SCR Panel considered the circumstances of six families, one became the subject of a SCR, three required specific actions by a multi-agency approach and two required specific agency activity. Ofsted is still evaluating the SCR, which has been completed, and it is planned to publish the

Executive summary as soon as possible after the evaluation has been received. For that reason, the findings will not be published in this report but will appear in the 2011-12 report as it is not yet in the public arena.

During 2009-10, the Panel considered the actions from a SCR completed in the previous year and ensured these were completed. The Case review sub group has now established a clear and effective process to oversee the recommendations of previous SCR's and are ensuring that the action plan from the SCR, published in 2009 and the case due to be published shortly are driven forward, and reported to the SSCB.

The SSCB also took part in the Social Care Institute for Excellence (SCIE) pilot model to undertake the review of a case using a systems approach, which was a useful and constructive process, which was well received by those who contributed to it.

The cases were considered against the Biennial review of SCR's 2005-7 undertaken nationally and it is accepted that it is difficult to draw conclusions from such a small number of cases. However, there were some clear parallels but also some differences. The following is a brief summary.

The age range for the Salford families was higher than the national statistics. All of the children were known to the Council and needed support with their additional needs. As with many SCR's, domestic abuse, mental health issues, substance misuse and chaotic lifestyles was a feature.

These factors significantly impacted on the parents' ability to prioritise the needs of their children. The mobility of the families

was also a factor as was non-attendance at medical appointments.

The following were identified as key messages for improving practice:-

- The best predictor of behaviour is past behaviour
- Male household members, relatives and visitors are important to children's safety
- There is a need for clear and well understood thresholds
- Professionals can be over optimistic
- Violence is a risk irrespective of who is targeted
- Children can disappear from view
- The quality of the professionals relationship with the family matters
- Parental non-compliance, active or passive, is an indicator of risk
- Workers need to challenge colleagues where they judge there to be a risk to the child,

7. SSCB Income and expenditure 2009-2010

Contributions/Income 2009 - 2010	
Agency	Income
CAFCASS	£550
Connexions	£2,003
GM Probation Service	£4,006
GM Police	£16,939
Bolton, Salford, Trafford MHT	£1,335
Salford PCT	£36,722
Salford NHS Trust	£1,335
Salford YOS	£2,003
CDRP Grant	£37,000
Community Health & Social Care	£2,730
Housing	£2,730
Children's Services Directorate	£84,980
Carry forward from 2008/2009	£40,425
TOTAL	£232,759
Expenditure 2009-2010	
Salaries	
SSCB Manager	£28,853
Trainer recharge from health	£35,180
SSCB Administrator Full Time	£23,072
Training Administrator Full Time	£21,756
Car Mileage	£1,271
Hire of Training Rooms	£12,130
Sundry Items	£10,000
Other Professional Fees	
CDRP (Recharge from Bolton MBC)	£37,750
Independent Chair, Serious Case Review & Tri-x	£25,920
Marketing & Publicity	£2,500
Total Expenditure	£198,433
Balance of Funding	£34,326

8. SSCB Income and expenditure 2010-2011

Contributions/Income 2010-2011	
Agency	Income
CAFCASS	£550
Connexions	£3,766
GM Probation Service	£7,532
GM Police	£13,500
Bolton, Salford, Trafford MHT	£2,511
Salford PCT	£66,594
Salford NHS Trust	£2,511
Salford YOS	£3,766
CDRP Grant	£37,740
Children's Services Directorate	£157,927
Balance brought forward 2009/2010	£34,326
TOTAL CONTRIBUTIONS	£330,723
Expenditure 2010-2011	
Salaries	
SSCB Manager	£18,723
SSCB Trainer Full Time (recharge from health)	£38,264
SSCB Trainer Part Time	£11,510
SSCB Administrator Full Time	£28,419
Training Administrator Full Time	£23,825
Training Administrator Part Time	£7,750
Car Mileage	£483
Hire of Training Rooms	£15,937
Sundry Items	£4,815
Other Professional Fees	
CDRP (Recharge from Bolton MBC)	£38,922
Independent Chair, Serious Case Review & Tri-x	£37,692
Marketing & Publicity	£10,000
Total Expenditure	£236,340
Balance of Funding	£94,383

9. Key priorities and activities 2009-2011

The following are the key activities undertaken by the SSCB over the past two years:

- Established a streamlined SSCB structure, underpinned by an effective Executive group and sub group structure
- Disseminated biennial review of SCRs 2005-2007 and undertook a SCR learning event for frontline staff in October 2009, and a further one in February 2011
- Undertook independent audits on a multi-agency basis
- A section 11 Audit was completed in June 2009, repeated in February 2011
- Produced Datasets and implemented helping to inform a robust SSCB monitoring and reviewing process against agreed standards and targets.
- Established a website and updated all of the procedures
- Developed an induction pack for all SSCB members' detailing their roles and responsibilities and process for annual appraisals.
- Undertook a development day in both 2010 and 2011 to ensure priorities for the following year
- Ensured effective joint work with the CYPTB, aligning responsibilities
- Engaged with the Youth Council to ensure that children and young people have a voice on the Board
- Agreed the thresholds and criteria for the joint investigation of child protection concerns.
- The Performance Management sub-group has been revised and has developing an audit framework and a joint performance and quality assurance monitoring process.
- Extensive work has been completed on a modified version of the London dataset, to provide regular multi-agency data on relevant aspects of safeguarding.
- Multi-agency safeguarding training needs continue to be met. A Training Strategy has been produced and courses continue to be well attended and highly evaluated.
- Actions related to safer recruitment and arrangements for managing allegations are in place: inter-agency procedures have been audited.
- Actions have been completed and remain ongoing to ensure that appropriate arrangements are in place for Child Death Overview Panels (CDOP). The Chair of CDOP presented the annual report to SSCB in 2009 and 2010.
- An e-safety sub-group has been set up and a e-safety strategy developed

In addition, the subgroups have identified their key achievements and plans for 2011-12

The following have been agreed as the overall objectives for 2010-13, together with the priorities for 2011-12

Objective 1. Workforce Development

To ensure that Salford has a skilled and effective workforce fit for purpose to ensure the delivery of the safeguarding agenda. This will include an assurance from all agencies that they comply with safe practices

Priority action 2011-12

- Implement the findings of the Section 11 audit
- Develop links with new partner agencies to ensure they are engaged with the safeguarding agenda

Objective 2. Quality Assurance & Performance Management

To ensure that there is an effective quality assurance and performance monitoring system which is regularly audited. This is to ensure that all of the Board partners, individually and collectively, are safeguarding and promoting the welfare of children.

Priority action 2011-12

- Implement the performance management framework
- Oversee the multi-agency audit and ensure the implementation of the recommendations from the audits

Objective 3. Engagement and Communication

To fully engage with all agencies and with Salford's citizens, to publicise both the role of the Board and the individual's responsibilities to safeguard children

Priority action 2011-12

- Work with the CYPTB on a communication strategy
- Continue the work with the Youth Council and the Fight for Change Council to ensure that children and young people are fully involved with the SSCB
- Ensure effective involvement of the lay members in the work of the SSCB

Objective 4. Agencies assuring SSCB of their effectiveness

To ensure that all agencies reflect safeguarding responsibilities throughout their organisation, and ensure that this activity is regularly considered at Chief Executive Board level in that organisation. This will include the new responsibility to review the sources of referrals to Local Authority Children Social Care and monitor both the quality of action taken and the quality of feedback to referrers.

Priority action 2011-12

- Implement the outcome of the Munro review of child protection.
- The SSCB to hold agencies to account through the S11 audit to ensure that safeguarding responsibilities are reflected throughout each organisation and that safeguarding activity is regularly considered at Chief Executive level

Objective 5. Effectiveness of Child Protection and safeguarding arrangements for children with complex needs and compromised parenting

To ensure effective, multi-agency arrangements are in place to safeguard vulnerable children and young people, with complex needs or compromised parenting, through a mapping and scoping exercise, leading to the development of an effective early intervention approach

Priority action 2011-12

- Initiate a multi-agency project group to develop a strategy and implement an integrated and co-ordinated approach to '3' children and their families. This will have a particular focus on children with disabilities.
- Scrutinise the Children Missing from Home arrangements

Objective 6. Develop SSCB's scrutiny role and function

To ensure effective working arrangements with the Children and Young Peoples Trust Board, ensuring effective scrutiny and challenge as appropriate.

Priority actions 2011-12

Monitor and scrutinise the following:-

- Children missing education

- Private Fostering arrangement
- Young perpetrators of sexual abuse
- Young people experiencing sexual abuse
- Those at risk of Forced marriage
- Those at risk of female genital mutilation
- Trafficked children

Receive reports on:-

Corporate Parenting arrangements

Objective 7. SSCB communicate the findings of Serious Case Reviews and evaluate impact of training and lessons on improving practice

Ensure that findings and actions from SCRs are incorporated into practice

Priority actions 2011-12

- Continue to ensure robust, evidence based mechanism to ensure that lessons from SCRs are implemented in practice.
- Ensure the lessons from Ofsted evaluations of SCR's and the Biennial review 2007-9 are implemented

Appendix 1: Sub Group reports

Policy and Procedures Sub Group

The objectives of the sub group

To maintain a framework for policy and procedure development so as to provide a standardised and consistent approach to the writing, approval process and dissemination of inter-agency safeguarding policies and procedures.

Develop a standardised format for policy development to incorporate impact assessment in line with the Disability Discrimination Act

To establish a programme of review whereby SSCB policies, procedures and practice guidance are reviewed at a minimum 2 yearly.

To work in partnership with Children's Services in relation to the procedure manual review and availability of the multi agency policies via the TRIX Host.

Ensure that in the development of policies there is a process of cross-referencing across agencies and any implications of policies impacting on or linking to, other areas of activity are brought to the attention of the Board.

Identify areas for inter-agency practice development either arising locally or from government guidance or initiatives.

Develop an audit that will capture information to assess how well policy and procedures are accessed and used.

To develop links with the Performance management and training subgroups, so that information can be used to support the successful implementation of certain policies for which the SSCB is responsible.

The achievements of the sub group

Review and updating all Policies managed by the SSCB.

Development and implementation of the policy template for the SSCB executive.

Review of the Terms of Reference for the group

Review of the membership of the group to ensure appropriate representation across agencies.

Key priorities for 2011/12

- Developing new policies in response to the SCR process and the other practice responses.
- To complete a multi-agency audit in relation to accessing and using the policies.
- To map performance management and training against all developed policies.

Strategic Training Sub Group

The objectives of the sub group

To deliver flexible, high quality inter-agency training in respect of SSCB safeguarding policies that is compliant with national legislation and guidance, and local policies and procedures.

Deliver flexible, high quality inter-agency training that ensures competency and confidence in the workforce to meet child protection responsibilities.

Identification of training needs to inform planning and commissioning of training
Ensure evaluation of multi-agency training that is outcomes focused.

Secure funding to ensure that there is sufficient capacity and resources to deliver the identified training and development needs.

Ensure an identified lead with responsibility for over-seeing and coordinating the training requirements and provide support to the multi-agency sub group that possess appropriate knowledge and skills to take the work forward.

Ensure there is a coordinated approach to the development and delivery of the SSCB strategic training objectives, particularly in relation to the outputs from the policy and procedures and the publicity and communications sub groups.

Provide the mechanisms for child protection training at a basic level that is easily accessible to the voluntary sector and the wider community of Salford.

Ensure a process for verifying single agency safeguarding training in accordance with the agreed SSCB standards.

The achievements of the sub group

- All training venues for 2011-12 have been booked with no cost to SSCB
- A successful development day was undertaken with Training Pool members
- Large seminars were held to disseminate the learning from Serious Case Reviews
- Several new courses were devised and delivered with excellent feedback
- E-Learning course adopted by several Local Safeguarding Boards
- Regular updates have been provided to the SSCB Executive Committee to monitor progress against all the objectives.
- A full evaluation of the Strategic training sub group's achievements during 2009-10 was presented to SSCB in August 2010 and an annual report was produced.

The additional resource agreed as an uplift to the next year (2011/12) will facilitate delivering the priorities and additional requirements for the next year without compromising the current provision

Key priorities for 2011/12 are;

- Set standards for all target groups across the workforce
- Consider efficiencies in the joint development and delivery of training alongside the children's trust
- Responding to the training needs analysis carried out by providing a comprehensive programme of training
- To ensure the findings of SCR's are communicated and lessons learned are used to improve practice.

Performance Management Sub Group

The objectives of the sub group

To develop an integrated inter-agency performance management framework for the SSCB and to present a management information report to the SSCB at each of its quarterly meetings.

To monitor and evaluate the effectiveness of local activity by the constituent agencies of the SSCB, both individually and collectively, to safeguard and promote the welfare of children, and advise them on ways to improve.

To monitor implementation of the SSCB Business Plan.

To consider evidence from both local and national inspection reports and inquiries and to advise the SSCB as appropriate on any action required to improve safeguarding standards in Salford.

To undertake a rolling programme of inter-agency quality assurance audits as directed by SSCB. To monitor action taken in response to recommendations from Serious Case Reviews and provide progress reports to SSCB.

The achievements of the sub group

During the last year the group has been re-established. The Terms of Reference and the membership of the group have been reviewed. All partner agencies are now represented on the group.

The group has undertaken a number of activities including an audit of child safeguarding capacity and a peer audit of partner's child safeguarding governance arrangements.

The major work of the group has been to develop an integrated performance report. The first report came to the SSCB in June of this year. The report provides partner information with respect to the following areas:

Safe in the home
Safe in the community
Safe in care and educational settings
Safe on the streets
Child protection arrangements/practice

This work is still considered work in progress and will need to adapt as the local, regional and national agenda for child safeguarding emerges.

Key priorities for 2011-12

- In this forthcoming year the work plan of the group will more closely reflect the key strategic priorities of the SSCB, which are articulated in the business plan. Additionally, the group will have a clear role in keeping close to the improvement agenda following the OFSTED inspection.
- A further objective will be to advise the SSCB on the audit programme for the year.
- To further develop the Integrated Performance Report
- To develop a framework and programme of multi-agency audit
- To continue undertaking Section 11 Audit
- To identify adequate resources to support the work of the sub group.

Safe Working Practice Sub Group

The objectives of the sub group

To review and update inter-agency procedures for dealing with allegations against people who work with children to ensure they are robust and compliant with legislation and guidance (to include reporting, responding to and recording of concerns).

To ensure that these procedures are effectively and consistently implemented by identifying a Named Senior Officer within the organisation.

To review and update procedures for safe recruitment and selection of people who work with children to ensure they are robust and compliant with legislation and guidance.

To set minimum standards for intra and inter-agency application for the policies, procedures and practice guidance.

To establish an inter-agency performance framework that establishes the base line achievements in meeting the agreed standards and provides analysis for promoting continuous improvement. This data will be collated and reported to the SSCB.

To ensure that systems are in place to monitor and evaluate the effectiveness of arrangements for managing allegations.

To carry out recruitment and training audits.

To ensure that agencies have information in place for children and young people about what to do if they have concerns about adults in a position of trust.

To ensure that workers in agencies are clear about what constitutes safe working practice

for them and others and understand their responsibility to respond to any concerns. To agree method of resolving any procedural or practice issues.

The achievements of the sub group

Within this period the primary focus of the Safe Working Practices sub-group has been on how to ensure that the thresholds for managing allegations are consistently adhered to. There are several employment sectors that have made no referrals and the group has been analysing the data.

Agencies have confirmed that managing allegations procedures are in place and that thresholds are adhered to but further work is needed to gain an understanding of thresholds across all sectors.

An initial audit was carried out at the beginning of the year the outcome of which was reported to March SSCB Executive Committee. It was agreed that a more detailed self audit should be carried out by agencies and that an audit tool would be devised by sub group members to assist with this.

Leaflets on the managing allegations process have been produced for the subject of an allegation, children/young people and their parent/ carers.

Specific issues in relation to safe recruitment and managing allegations are brought to the sub-group for discussion or resolution. Often these are in relation to procedural or practice issues which have come to light and where improvements may be needed to prevent similar events in the future. Any learning from these issues is disseminated as appropriate.

Key priorities for 2011-12

- Implement a robust and complete policies and procedures manual
- Undertake an annual audit of referrals
- Ensure training provided in Salford is up to date and in line with present and forthcoming legislation

Case Review sub Group

The objectives of the sub group are

Child Deaths

Oversee the effectiveness of local arrangements relating to Child Death Overview Panel (CDOP)

Take measures to ensure systems are in place to notify all child deaths occurring in Salford to the CDOP coordinator

Liaise with NHS Salford (or successor commissioning organisation) to ensure that arrangements for the "Rapid Response" paediatric service to any unexpected child death is commissioned and monitored.

Serious Case Review (SCR)

Recommend practice guidance and templates for authors to use when completing individual management reviews.

Any practice guidance and templates are reviewed and amended in light of national or regional recommendations.

Ensure systems are in place to provide feedback to staff contributing to SCRs and other reviews and to receive views from staff to improve and develop that process.

In conjunction with the Training Sub-group, ensure that training in the SCR process is available to relevant staff.

On completion of a SCR or Internal Review, monitor that all Action Plans are completed. Consideration will be given to the DCSF Biennial Analysis of SCRs to look at trends, patterns and lessons learned in SCRs conducted in other LSCB areas, which are applicable to agencies in Salford and, in conjunction with the Training sub-group, disseminate the messages to relevant organisations and staff.

To review Case Management Concerns.

- Consider the information presented.
- To seek clarification or additional information.
- Decide on the actions to be taken.
- Inform the Chair of the SSCB Executive that a Case has been referred and the course of action proposed.

The achievements of the sub group

The membership of the subgroup has been reviewed and additional members have joined the group to ensure multi-agency involvement. Administrative support arrangements for the sub group have been determined.

The terms of reference have been reviewed and agreed.

Policies for undertaking SCRs and Case Reviews have been devised and ratified by the policies and procedures subgroup. These will be added to the SSCB webpage once reformatted into the new SSCB template.

Monitoring of the Action Plans for the Child H SCR has commenced.

One case has been referred to the sub group for consideration and is to be reviewed utilising the SCIE pilot review model.

Undertake the review utilising the SCIE pilot and consider action required for additional cases referred to the subgroup.

Key priorities for 2011-12

- To monitor the SCR action plans until completed.
- To amend the policy for undertaking Case Reviews as required
- Undertake the review utilising the SCIE pilot and consider action required for additional cases referred to the subgroup.
- To amend the policy for undertaking Case Reviews as required.
- To oversee the effectiveness of local arrangements relating to CDOP

Child Death Overview Panel Sub Group

The objectives of the sub group are

To review the available information of all child deaths (based on an agreed minimum data set) in order to determine whether or not the death was deemed preventable, as agreed by the Panel and approved by the CDOP Chair.

Identify lessons to be learnt or issues of concern, with a particular focus on effective inter-agency working to safeguard and promote the welfare of children.

Evaluate specific cases in depth, which may involve revisiting child deaths after the outcome of other types of investigation is known (for example, outcomes from SCRs or criminal proceedings).

Review the appropriateness of the professionals' responses to each death of a child, their involvement before and at the time of the death, and relevant environmental, social, health and cultural aspects of each death, to ensure a thorough consideration of how such deaths might be prevented in the future. This includes monitoring the response to an unexpected death: for example, reviewing the reports produced by the Rapid Response Team and providing feedback to the professionals involved.

Refer to the LSCB Chair any deaths where, on evaluating the available information, the Panel considers there may be grounds to undertake further enquiries, investigations or a SCR and explore why this had not been previously recognised.

Monitor the support and assessment services offered to families of children who have died.

Advise and monitor the LSCB on the resources and training required locally in

order to ensure an effective inter-agency response to child deaths.

The achievements of the sub group.

The Panel has established sub-groups that meet on a periodic basis as required. For example, there is a data sub-group to consider the themes emerging from the deaths over the two years, and a training sub-group.

An e-learning module has been commissioned, to raise awareness of the child death review process amongst the wide range of staff that might become involved in the child death process.

Undertake performance review against GONW assessment criteria to assess the effectiveness of the operational functions.

Key priorities for 2011-12 are;

- The Panel plans to undertake an audit of cases to evaluate whether the e-learning programme has assisted staff in understanding their responsibilities in relation to reporting child deaths, including provision of timely and relevant reports.
- To plan a new training programme building on the experience of year 1.
- Review the arrangement for communicating with and involving parents in the work of the Panel.
- Develop means to gather necessary information on neonatal deaths to allow effective analysis of cases.

Appendix 2: SSCB Members

Agency	Name	Job title
Independent	Gill Rigg	Independent Salford Safeguarding Children Board chair
Children and Family Court Advisory Support Services(CAFCASS)	Glen Hagan	Service Manager
Education	Thalia Bell-Taylor	Assistant Principal, Salford City College
Education	Julie Carson	Head Teacher, Fiddlers Lane Primary School
Education	Marie Garside	Head Teacher, Ambrose Barlow High School
Greater Manchester Police	David Wilkinson	Superintendent
Health	Marie Boles	Deputy Director of Contracts and Performance, Named nurse Greater Manchester West Mental Health NHS Foundation Trust
Health	Andrew Clough	Director of Clinical Professional Leadership, Salford Primary Care Trust (PCT)
Health	Jacqui O'Reilly	Director of Operations and Quality, Salford Community Health
Health	Beverly Tabernacle	Assistant Director of Nursing, Salford Royal Foundation Trust (SRFT)
Probation	Manjit Seale	Assistant Chief Executive
Salford City Council	Kevin Brady	Deputy Chief Executive
Salford City Council	David Entwistle	Assistant Director of Care Management and Personalisation
Salford City Council	Gani Martins	Assistant Director Specialist Services
Salford City Council	Nick Page	Director of Children's Services
Voluntary and Community	Louise Murray	Deputy Chief Officer

SSCB Participant Observer

Agency	Name	Job title
Salford City Council	Cllr Morris	Children's Services Lead Member

SSCB Professional Advisors

Agency	Name	Job title
Health	Melanie Hartley	Designated Nurse
Health		Designated Doctor
Health		GP Representative
Salford City Council	Sharon Hubber	Head of Safeguarding
Salford City Council	Eileen Buchan	Head of Integrated Youth Support Services
Salford City Council	Lorraine Ashton	Solicitor

SSCB Business Support

Agency	Name	Job title
Salford Safeguarding Children Board	Vacant	Business Manager
Salford Safeguarding Children Board	Vivienne Bentley	Senior Business Support Officer