

**Date:** 13<sup>th</sup> June 2018

**Time:** 14:30 until 16:30

**Chair:** Simon Westwood, SSCB Independent Chair

**Venue:** Salford/Worsley Room St James House, Pendleton Way, Salford, M6 5FW

## **MINUTES**

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### **1. Welcome and Apologies**

**Chair of meeting:**

Westwood, Simon Independent SSCB Chair

**Members in attendance:**

Ms Armfield, Karen	Head Teacher, Boothstown Methodist Primary School
Ms Blackburn, Deborah	Assistant Director: Public Health Nursing
Ms Buckley, Cathryn	Head of Adult and Child Safeguarding, Greater Manchester Mental Health
Dr Dixit, Kalpesh	Designated Doctor, NHS Salford CCG
Ms Ford, Emma	Head of Safeguarding, Salford City Council
Rabbi Grant, Simon	Lay Member
Mr Hagan, Glen	Service Manager, CAF/CASS
Ms Kelly, Clare	Assistant Director of Nursing, SRFT
Ms Patel, Andrea	Designated Nurse, NHS Salford CCG & representing NHS England
Ms Ramsden, Charlotte	Director of Adult and Children's Services, Salford City Council
Ms Seale, Manjit	Assistant Chief Executive, National Probation Service
Ms Thorpe, Francine	Director of Quality & Innovation, NHS Salford Clinical Commissioning Group (Ms Patel represented CCG)
Ms Warburton, Michelle	Voice and Influence Manager, Salford CVS

**Sub Group Chairs (attend when required):**

Mr Packer, Chris Detective Chief Inspector, GMP

**Officers in attendance to represent SSCB members:**

Ms Willis, Julie (*representing Ms N Pugh, Greater Manchester & Cheshire Community Rehabilitation Company*)

**Officers from the SSCB in attendance:**

Ms Bentley, Vivienne (minutes) Senior Business Support Officer, SSCB  
Ms Slack, Tiffany Business Manger, SSCB

**Other agencies or groups invited onto the Board as co-opted members and advisors**

**Apologies received from:**

**SSCB Members:**

Ms Hubber, Sharon	Assistant Director Specialist Services, Salford City Council
Mr Millington, Howard	Superintendent, Greater Manchester Police
Ms Pugh, Nicola	Community Director (Manchester, Salford and Trafford) Cheshire & Greater Manchester CRC (Representative attended)

**The Lead Member for Children's Services (participating observer)**

Cllr Stone, Lisa	Lead Members for Children's Services
Cllr Walsh, John	Executive Support for Education and Learning

**Not expected to attend**

**SSCB Members:**

Ms Browse, Laura	Head of Primary Care, NHS England
Mr Hassall, Anthony	Chief Accountable Officer, Salford CCG
Mr Herne, David	Director of Public Health

**Sub Group Chairs (attend when required):**

Ms Rogers, Polly	Salford Health Works Advisor
Mr Rumley, Tim	Senior Youth Service Manager, Salford City Council

**Other agencies or groups invited onto the Board as co-opted members and advisors**

Ms Ashton, Lorraine	Solicitor, Manchester & Salford Legal Section
Ms Burfitt, Elaine	Named Doctor: Community Child Protection, SRFT

**Presentation of Reports****2. Complex Safeguarding (Debbie Blackburn)**

- 2.1. The Chair informed that as this was presented at the joint workshop prior to this meeting, it will not be repeated at this meeting.

**3. Complex Safeguarding Business Case (Chris Packer)**

- 3.1. As agreed at the joint workshop, the Business Plan will be circulated for comment and will be approved by the SSCB at the October meeting.
- 3.2. Mr Packer explained that the objective is to formulate a plan, identifying how complex safeguarding is worked with partners in Salford. It is important to look after the vulnerable adults and children living in Salford.
- 3.3. It is envisioned to develop a strategy with shared approaches and an extended membership list. Mr Packer asked to be informed of contact details for anyone that should be added to this membership list.
- 3.4. The Complex Safeguarding Group will report consistently to three partnership boards; SSCB, SSAB and CSP.
- 3.5. The data received from GMP is adult focussed, reporting on labour exploitation, it is not known if this includes children or if the adults being exploited have children.
- 3.6. There has been investment from DfE for additional funding to share the learning and best practice in this area for example; Strengthening Families, Pause, No Wrong Door (NorthYorkshire).
- 3.7. The Complex Safeguarding sub group has made a difference and has received input from maternity services, housing, neighbourhood team, regulatory services, health and social care as well as education. The membership of this group will be extended to include SSAB representatives.
- 3.8. Communication and engagement is also required, a poster was designed, however GMP is keen to utilise regional media aids.
- 3.9. Jane Horan will attend the meeting on 18<sup>th</sup> July 2018 to link with the Greater Manchester work in this area. There has already been some links with GMP to look at the weeks of action. The conference held in March was attended by approximately 160 practitioners. This conference was well received and it was acknowledged that more of them should be undertaken. The report includes a brief evaluation.

- 3.10. The group needs to identify how it links with SSAB and Community Safety Partnership effectively. There needs to be a strategy linked to Greater Manchester. Mr Westwood informed that Jane Horan attended the LSCB Chairs meeting and explained that they are looking to build on the expertise already in place. They are keen for local authority areas to take leadership, funding is available to backfill posts if required.
- 3.11. There is analytical support included in the structure so we should request help with this. The public profile shared with the papers is a restricted document and is not for circulation. Criminal exploitation is a specific strand of complex safeguarding.
- 3.12. Mr Westwood thanked Ms Blackburn and the Complex Safeguarding sub group for bringing this work together and the work that has been undertaken to influence the move to a hub. It has been a challenge to undertake this work and bring people together. The excellent work has been demonstrated by the current position, moving to a complex safeguarding hub.
- 3.13. Ms Slack noted that she is listed as the operational lead for complex safeguarding; this is incorrect and asked if it should be the chair of the Complex Working Group. It was confirmed that the operational lead for complex safeguarding is Sharon Hubber. **Ms Blackburn will amend the paper.**

**ACTION 3.1: DB**

- 3.14. Mr Westwood informed that Jane Horan has requested a single point of contact (SPOC) for each area and suggested this should be Chris Packer for Salford.
- 3.15. Ms Blackburn informed that Complex Safeguarding includes FGM, the FGM group is chaired by Ms Patel and does link with the Complex Safeguarding sub group.
- 3.16. Ms Thorpe asked for clarification, noted that this item was listed as a business case and what resources are being requested. When developed will there be a request made for resources or is it a business plan. Mr Packer confirmed that it is a business case and resources will be required, this request will be taken to the SSCB.

**Business**

**4. Minutes of previous meeting, matters arising (Chair)**

- 4.1. The minutes agreed as an accurate record of the meeting held on 21<sup>st</sup> May 2018.
- 4.2. Dr Dixit informed that in his role as Designated Doctor he is employed by NHS Salford CCG.
- 4.3. Ms Patel informed that she also represents NHS England at SSCB meetings.
- 4.4. Ms Bentley will amend the attendance list.

**ACTION 4.1: VB**

**5. Outstanding actions (Chair)**

- 5.1. The action log was updated at the meeting.

**6. Early Help Strategy (Debbie Blackburn)**

- 6.1. Ms Blackburn explained that the paper circulated ahead of this meeting contains track changes to highlight the changes that have been made to the paper since the last meeting.
- 6.2. More information regarding obesity needs to be added to the strategy to reflect the learning from the recent serious case review.

6.3. Ms Blackburn will circulate the final strategy for approval before the next SSCB meeting.

**ACTION 6.1: DB**

6.4. There is also a revised dataset that can also be circulated and action plan in development. Previously the early help strategy and data was reported via the CYPTB, they have revised their terms of reference and reviewed their performance indicators. There is now an Early Help Steering Group which will discuss the performance data in detail and hold to account to identify what in Early Help is not working if for example, there is an increase in referrals.

6.5. The Chair asked about the governance of the Early Help Strategy, if it is reporting to CYPTB as well as SSCB, should Cllr Lisa Stone be a signatory on the strategy. This was discussed and it was agreed to add Cllr Lisa Stone to the signatures in the strategy. A governance diagram will also be included in the final version.

**ACTION 6.2: DB**

6.6. The strategy will be finalised at the end of June 2018 so any additional comments on the strategy must be submitted before then. It was agreed that Mr Westwood will approve the final strategy on behalf of the SSCB.

**7. SCR/MACR – verbal update**

7.1. Child R: Two action plans require additional evidence prior to sign off. The CMFT action plan will not be complete until July 2018.

7.2. Case 2017-08: The first SCR panel took place on 11<sup>th</sup> June 2018 and agreed the review terms of reference and timescales.

7.3. The Chair noted that this review will have additional challenges due to the media interest and the complexities of the case. It is usual practice to involve the family in the review process and consideration is being given about how to do best do that for this family. It is important to ensure that they have advocates and an access point to address any questions they may have. Ms Ford informed that this has been discussed with Jeanette Staley, Community Safety Partnership and Ms Slack, the letter to inform families of the review will be reviewed.

7.4. Ms Ford informed that once the funeral timescale is known, Ms Slack will attend a professionals meeting to ensure that consistent messages are given to the family.

7.5. It was noted that there will be public interest in this review, all media enquiries in relation to this Serious Case Review should be directed to Salford Public Relations email: [public.relations@salford.gov.uk](mailto:public.relations@salford.gov.uk) or 0161 793 3410.

7.6. Mr Westwood met with legal services and was informed that the Coroner has an interest in this review. It is important that the Coroner's Office makes a formal request. Any information provided by individual agencies remains the property of that agency, we will manage the information included in the Overview Report.

**8. JTAI Update (Emma Ford)**

8.1. Ms Ford informed that there have been a number of meetings in partnership with Community Safety Partnership to ensure that the action plans are robustly verified. Ms Ford, Ms Patel, Mr Packer and Ms Baker have met as a separate working group of the Tackling Domestic Abuse Board to look at the impact of the JTAI on practice. They have used the JTAI as a starting point and it is recognised that it is important to ensure the action plans are independently verified and link with the wider working group.

- 8.2. The Chair noted that the lead Board for the JATI Action Plan is Community Safety Partnership; however there are specific actions for the SSCB. Ms Ford explained that assurance is required that all actions have been effectively addressed. We need to understand the impact on practice. It was noted that practice has improved and will continue to do so.
- 8.3. Ms Thorpe asked what timescale is in place for verification. Ms Ford informed that they will report back to SSCB in October.
- 8.4. Ms Slack noted that someone needs to be identified to verify the SSCB action plan, some of the actions are led by Community Safety Partnership so the verifier will need to cross reference with Roselyn Baker. It was agreed to review the SSCB action plan as part of the TDAB Working Group which is looking at domestic abuse indicators and outcome measures. Ms Thorpe agreed to verify the SSCB action plan.

**ACTION 8.1: FT**

- 8.5. Ms Slack noted that Greater Manchester and Cheshire Community Rehabilitation Company also submitted an action plan; this will also need to be verified.
- 8.6. Ms Ramsden informed that Community Safety Partnership was expected to ensure that all action plans were complete as they are the lead Board for domestic abuse. They should be assured that all of the action plans are complete. The challenge has been that Community Safety Partnership's method of monitoring action plans has not been the same as the SSCB. Community Safety Partnership are tasked on behalf of all partners to ensure that action plans are complete, if they do not then they put future inspections for Children's Services at risk.

**9. Q4 2017/18 and Year End 2017/18 (Andrea Patel)**

- 9.1. Ms Patel presented the integrated performance report which includes year end data. The dashboard is included towards the end of the report. Ms Patel explained that the circle indicates the target was not met, this does not mean there has been no improvement.
- 9.2. Ms Patel informed that the quarter 1 performance report will not be prepared for 2018/19; it was proposed to draft a new format and paper for the October SSCB meeting. This was agreed.
- 9.3. The Chair acknowledged that performance management has been a challenge, particularly as the performance officer is no longer in post. The SSCB is in the process of significant change and it is important to focus on developing to meet the requirements for October. The information presented today includes year end data and this will be included in the SSCB Annual Report.
- 9.4. Ms Seale asked whether the assistance provided by Mr Harding is sufficient to support the work of the Learning, Improvement, Performance Management and Quality Assurance sub group. Ms Patel informed that the whole report needs to change which will help the process. The analysis of themes and graphs will be completed by Mr Harding and individual sub groups will analyse themed data. The role of the sub group will change soon.
- 9.5. Ms Armfield asked if this dataset is used to inform Early Help. Ms Blackburn informed that Early Help measures are gathered from a range of areas, they include public health indicators and early help indicators. The Early Help Steering Group will focus on the performance indicators that test each part of the system. This data set looks at the measures that were included on the Common Assessment Framework, this has changed to Family Assessment.
- 9.6. Ms Patel informed that one of the tasks will be to look at the indicators identify what needs to be reported on.

- 9.7. Ms Thorpe commented that this reflects the need for thematic analysis, the reader is automatically drawn to the red circle which indicates we are not doing well in that area. Thematic analysis is required to understand the data. For example, there is a red circle for children placed on a child protection plan for over two years and also children placed on a child protection plan for the second or subsequent time. Narrative is required to indicate if we should be worried about these issues.
- 9.8. Ms Ford explained that the data is monitored differently internally. Children who have been on a child protection plan for over one year are analysed. With regard to children placed on a plan for the second or subsequent time, the period in between plans is significant, but is not reported. This is a theme that has been identified in the North West and Salford is leading on an audit of re-plans. Each North West local authority will audit four re-plans. There is also an expectation that the conference chair will audit the case before the initial child protection conference to collate themes. The audit also goes to the manager of the Child Protection Conference Chairs and to Ms Ford as Head of Service.
- 9.9. A Quality Assurance Framework is in place which looks at plans after 12 months, 18 months and 2 years. At 18 months Ms Ford is given the review the quality assurance work that was completed previously. This process will be extremely robust with layers of accountability to ensure that there has not been any unnecessary delay in decision making.
- 9.10. With regard to repeat referrals it is important to differentiate between genuine new referrals as there are new issues and families on a cycle of repeat referrals. Early Help may be an issue and this needs to be communicated to the Early Help group. Also need to identify if repeat referrals are from different agencies or if they are for different issues.
- 9.11. Ms Ramsden informed that a Peer Review of The Bridge will take place soon and asked if the SSCB would like to receive the findings in October. This was agreed.

#### **ACTION 9.1: CR**

- 9.12. The Chair commented that the increase in Looked After Children is a national issue. Ms Ford informed that Children's Social Care is looking at their strengths based approach to families. Stockport and Leeds have good models for family group conferences. We are a good authority, striving to be outstanding.
- 9.13. Ms Ramsden informed that the increase in number of Looked After Children is due to lower numbers being discharged, not higher numbers being admitted. In addition, the Salford population has increased; therefore the number of Looked After Children has reduced per 10000.

### **Key Local and National Issues**

#### **10. Feedback from:**

- 10.1. **Greater Manchester Standards Board:** Ms Ramsden informed that the proposal went to the Greater Manchester Board, Chaired by Rishi Shori, Lead for Bury. This will provide an opportunity for shared learning. Once the GM Standards Board has been agreed, it will look at how it relates to local arrangements.
- 10.2. There will be an opportunity for multi agency training and the GM Standards Board will manage the Greater Manchester Procedures. It will also look at the CDOP arrangements.
- 10.3. There will be three posts to support the GM Standards Board; Independent Chair, Standards Board Manager and Standards Board Head of Quality Assurance.

- 10.4. There will be one representative from each LSCB included in the membership; they will be from one of the three statutory agencies. Salford has asked for Francine Thorpe, Sharon Hubber or Charlotte Ramsden to be accepted as a member.
- 10.5. The aim is to recruit to the three roles as soon as possible with the combined authority. Ideally the shadow board will also be up and running as soon as possible.
- 10.6. The Chair informed that James Thomas attended the Greater Manchester LSCB Chairs meeting and in general received support for this proposal. In principle, LSCB Chairs felt it will be better focussed and explicit that the accountability sits with the local arrangements. It will be a supportive and challenging group. It will bring learning together as well as having a quality assurance facility.
- 10.7. There are issues around the case review decision making process; this could present a challenge as under the new arrangements the decision will be made by statutory partners. It was raised if the Greater Manchester Standards Board would be able to offer scrutiny.
- 10.8. The Chair has made arrangements to meet with David Herne to look at local CDOP arrangements.
- 10.9. Ms Thorpe informed that she was also at the meeting attended by James Thomas and understood that the Directors of Nursing and Quality were positive about the opportunity to have a broader view, but it was not clear if they will be producing a proposal.
- 10.10. Ms Patel informed that the Greater Manchester Safeguarding Children Network links to the Quality Board and CDOP is on their work plan and one of the Designated Nurses was asked to begin this work. The Chair asked that the lead also links with the Greater Manchester LSCB Chairs as they are currently responsible for CDOPs.
- 10.11. Ms Ramsden informed that at the Greater Manchester Standards Board, James Thomas had written a proposal, which has been shared for comment and modified. It was not clear if there was a task to develop this further. Ms Patel has also requested clarity to assist with the coordination of this work. The Chair noted that the distinction between rapid response operational processes and CDOP needs to be clear.
- 10.12. The Greater Manchester Safeguarding Children Network is chaired by Ms Patel. A work stream of this group has been introduced; further clarity is required to be clear what the task is and who is taking the lead.
- 10.13. Ms Slack noted that the Greater Manchester Procedures work well whilst they are properly resourced, if not sufficiently resourced this will be a risk. Ms Ramsden informed that the resource is paid by individual LSCBs, this is a separate payment and it is not expected to change.
- 10.14. Ms Slack explained that TriX's involvement and coordination is limited, the Greater Manchester Safeguarding Business Manager had a significant role in coordinating updates. Ms Ramsden assured that this will be part of the Standards Board Manager role and highlighted that the capacity to undertake this is determined by the commitment of LSCBs to update policies.

### Key Information: Items Circulated for Information

#### 11. SSCB Latest News

- 11.1. The SSCB latest news page is frequently update:  
<http://www.partnersinsalford.org/sscb/news.htm>

### Standing Items



## 12. Items to refer to young people Open N/A

- The Early Help Strategy is being tested with the Youth Council.

## 13. Items to evidence impact, challenge and/or good practice Open N/A

### 13.1. Impact:

- Committed to joint work with SSAB and Community Safety Partnership
- There has been good engagement and contribution by schools at MAPPA meetings
- The Complex Safeguarding Conference in March demonstrated joint working across three Boards.
- Greater Manchester Standards Boards has a clear proposal and funding.

### 13.2. Challenge:

- Governance arrangements between partnership boards
- Update on Early Help Strategy and Refreshed Strategy almost ready.

## 14. Any Other Business

14.1. National Probation Service (NPS) Inspection: Ms Seale informed that NPS North West Division has been notified that they will be subject to a HMOP Inspection between September and November 2018. Ms Seale has been identified as the SPOC for inspectors. A Senior Manager will be identified to cover Ms Seale's role during this time.

14.2. In preparation for the inspection it is understood that the inspectors will speak to key stakeholders. Ms Seale will circulate a copy of the standards.

**ACTION 14.1: MS**

## 15. Dates and themes of future SSCB meetings

15.1. An additional meeting has been timetabled on 31<sup>st</sup> July 2018 to receive single agency and sub group annual reports. Invites for this meeting will be sent out soon.

Date	Report Deadline	Theme	SSCB Lead
15/10/2018	05/10/2018	<ul style="list-style-type: none"><li>• Domestic Abuse – JTAI Action Plan Update</li></ul>	Howard Millington Emma Ford
05/12/2018	23/11/2018	<ul style="list-style-type: none"><li>• Neglect</li></ul>	Sean Atkinson

**Minutes verified by: S Westwood**

**Minutes verified on: 27<sup>th</sup> July 2018**