

Salford
Safeguarding
Children Board

Salford Children
and Young
People's Trust



Salford City Partnership

The Partnership Commitment to Keeping Children Safe in Salford

*The
Salford Safeguarding Children
Compact*

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Endorsement of commitment to the *Salford Safeguarding Children Compact*

This Compact underpins all the work undertaken by Salford Safeguarding Children Board (SSCB) and Salford Children & Young People's Trust Board (SCYPT). It has been agreed by the Chairs of the two boards, and endorsed by Salford Health and Wellbeing Board (SHWB).

Signature:



Date: 5.9.2014

Simon Westwood

Independent Chair of Salford Safeguarding Children Board

Signature:



Date: 5.9.2014

Cllr John Merry

Assistant Mayor, Services for Children and Young People

Chair of Salford Children and Young People's Trust

Signature:

Ian Stewart



Date: 5.9.2014

Mayor of Salford

Chair of Salford Health & Wellbeing Board

1. Introduction

Salford Safeguarding Children Board (SSCB) and Salford Children & Young People's Trust (SCYPT) are the two leading partnerships in Salford working together to safeguard children and young people from harm and promote their welfare. The Salford Health & Wellbeing Board (SHWB) is responsible for making sure that Salford has a Joint Strategic Needs Assessment which is the way that Board partners discharge their responsibility for making sure the local people get the sorts of services that they need. The SHWB also publishes Salford's Joint Health and Wellbeing Strategy which will guide health and wellbeing work for the next 3 years and sets out ambitions to improve health and healthy life expectancy in Salford.

For further information see the websites:

www.partnersinsalford.org/sscb ,

www.partnersinsalford.org/cyptrust and,

www.partnersinsalford.org/salfordhwboard

The *Salford Safeguarding Children Compact* is a shared agreement between the three partnerships and their member agencies, statutory and voluntary, to establish a co-ordinated approach for safeguarding and promote the welfare of children and young people and their families in Salford. The *Salford Safeguarding Children Compact* sets out the vision, role, commitment, functions, objectives, priorities, and standards agreed by all board members.

The *Salford Safeguarding Children Compact* was originally published in 2011 as a SSCB agreement and has been revised to reflect the increased partnership working in Salford. These refreshed arrangements have arisen in the context of both the determined work by all partners and agencies in Salford to deliver improvements in outcomes for children and young people, and new guidance from government.

2. Legal context

All local authorities have a statutory duty to establish Local Safeguarding Children Boards (LSCBs) to ensure that organisations working with children, young people and their families work together effectively to safeguard children and promote their welfare, in accordance with the Children Act 2004 and Working Together to Safeguard Children 2013.

All agencies should take all reasonable measures to ensure that the risks of harm to children's welfare are minimised; and where there are concerns about children or young people's welfare, agencies take appropriate actions to address those concerns and that they work to agreed local policies and procedures in full partnership with other local agencies.

Salford Children and Young People's Trust was established in 2010, replacing the Children and Young People's Partnership. It is a partnership created by the Salford City Partnership to be the senior responsible board for policy, strategy and achievement in services to children and young people, and to fulfil the statutory 'duty to co-operate' under section 10 of the Children Act 2004.

Health and Wellbeing Boards are a key element of the Health and Social Care Act (2012) and they are a means to deliver improved strategic co-ordination across the NHS, social care, children's services and public health. They must assess the needs and assets of the local population, produce a

strategy that addresses needs and builds on assets, influence commissioning plans of organisations, and promote joint commissioning and integrated provision.

For further information about the legal context of the three boards please see the respective websites, as above.

3. Purpose and objectives

The three Boards' objectives in relation to safeguarding are set out here.

SSCB

The core objectives of LSCBs are laid down in primary legislation and regulations. They are:

- a. 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
- b. 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. Further details of the functions of LSCBs can be found in Appendix 1.

The scope of SSCB's role falls into three categories:

- a. 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;
- b. lead and co-ordinate proactive work that aims to target particular groups; and
- c. lead and co-ordinate arrangements for responsive work to protect children who are suffering, or likely to suffer, significant harm.

SCYPT

- To provide strategic oversight of safeguarding for children and young people, taking advice and guidance from the chair of the SSCB.
- The development and implementation of 'early intervention and prevention, a priority within Salford's 'Safeguarding Strategy'.

SHWB

The purpose of the Health and Wellbeing Board is:

- To improve life expectancy in Salford so the gap between Salford and the UK is reduced
- To improve health and wellbeing at every stage of life

This purpose sets the wider context and foundation for safeguarding children and young people in Salford.

The SHWB also has a role to ensure that commissioning and integrated services within its remit are operated in such a way as to safeguard children and young people from harm and promote their welfare.

4. Values and vision

As a partnership our vision is 'to work together with children, young people and families to build resilience, prevent harm and ensure support and care is provided'.

The principles and values which underpin the work of the Local Safeguarding Children Boards are in line with *Working Together to Safeguard Children* (2013) and endorse the United Nations Convention on the Rights of the Child:

- Equality and diversity should be respected and promoted in order to meet 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 relationships, 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 safeguarding of children and young people is not a specialist activity but a universal responsibility that is shared not only across agencies but also with parents, carers and the wider community.
- It is important that communities throughout Salford are engaged in the safeguarding agenda and have opportunities to influence the strategic direction and priorities set by the boards. It is also important to ensure that the views of harder to reach groups of children and young people are included within the process.
- The SSCB is accountable for actions, open to challenge and will learn from practice in order to achieve continuous improvement.

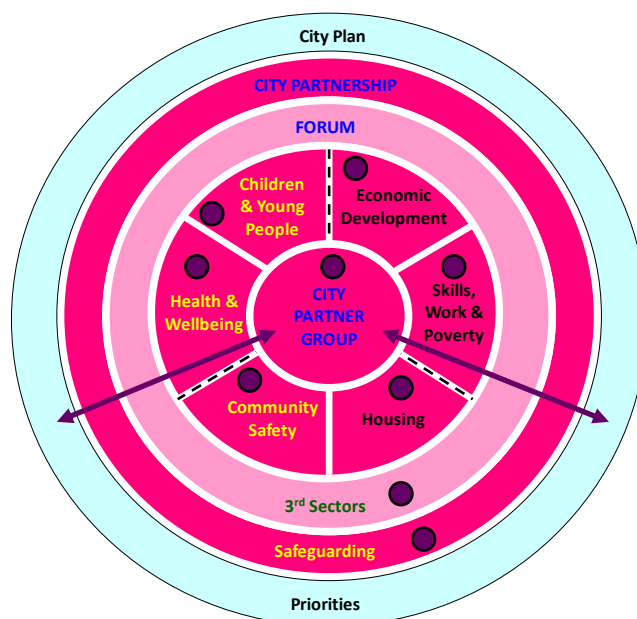
Members are expected to work in partnership in accordance with the *Nolan principles*¹ for the conduct of people in public life, those being selflessness, integrity, objectivity, accountability, openness, honesty and leadership. See Appendix 3.

¹ <http://www.public-standards.org.uk/>

5. Accountability and Partnerships

Safeguarding is everyone's responsibility and it is therefore imperative that local systems are in place to support individuals who cannot support themselves. This will only be achieved through continued partnership working across Salford

Salford City Partnership brings together people from the City's public, private, education, community, voluntary and faith sectors. These people work closely to ensure that all our Salford citizens have an equal chance to thrive and transform Salford into a great city. The Partnership includes a City Partner Group, six thematic strategic partnerships, two safeguarding boards, and a number of thematic sub-groups. A full description is available at www.partnersinsalford.org/who-we-are.



Visual representation of the Salford City Partnership, copied from www.partnersinsalford.org/who-we-are

The Partnership is measured on its ability as follows:

- how it meets both its statutory duties set out by the Government around health, safeguarding, crime and other issues. These are the primary concern of the statutory partnerships, and the organisations responsible for them.
- how well it works towards the City Plan. Boards within the partnership will set their own priorities and targets aligned to the City Plan

Each Board is responsible to the Salford population for the decisions it makes on behalf of the community.

SSCB and SCYPT are the dedicated partnerships for children and young people. The responsibilities of the SSCB are complementary to those of the SCYPT but neither Board is subordinate to the other.

The SSCB and SCYPT use an Accountability Cycle to structure the joint collaboration and challenge on safeguarding. See appendix 2.

The SCYPT and SSCB produce business plans that draw upon consultation, advice, evidence and challenge from each other. Their annual reports highlight priority areas of development for children and young people. The SHWB also produces a business plan that sets out the wider priorities for everyone in Salford.

6. Membership of the partnerships

The SSCB, SCYPT and SHWB have terms of reference that set out expectations of members. Board members must be able to:

- a) speak for their organisation/sector with authority;
- b) commit their organisation/sector on practice and policy matters; and
- c) hold their organisation/sector to account.

A full list of member agencies is set out in Appendices 4, 5 and 6.

Education and voluntary and community organisational representatives can't be held to account for the whole sector. Commissioning decisions remain the remit of the relevant commissioning groups.

For consistency of business the Boards require a named representative from each member agency to attend the respective Board meetings.

Additionally, for the following key roles there are the specific expectations as set out here:

Local Authority Elected Members and non – executive directors of other board partners should through their membership of governance bodies such as scrutiny and performance committees, hold their organisation and its officers to account for their contribution to the effective functioning of the Boards.

The Assistant Mayor for Children's Services (on behalf of the Mayor) provides the political leadership needed for the effective co-ordination of work with other agencies, such as the police and health and within the local communities. They should assure that SSCB and the SCYPT have sound governance arrangements and a clear framework of accountability.

Chief Executives (or equivalent, in Salford the Council Director) are accountable to the relevant Government Department and are also responsible for ensuring their agency fulfils its commitments to the work of SSCB. It is the responsibility of the Chief Executive to appoint or remove the LSCB chair with the agreement of a panel including LSCB partners and lay members. The Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB.

Strategic Director of Children's Services has responsibility for improving outcomes for all children and young people in their area. They also have a lead role in establishing and maintaining inter-agency governance arrangements for the SSCB, including overall responsibility for ensuring compliance with the Salford Safeguarding Children Compact.

The SSCB Chair is independent of the local agencies so that the LSCB can exercise its local challenge function effectively, ensuring that the Board operates effectively. Within Salford, the SSCB Chair represents SSCB on SCYPT board. This enables SSCB to hold SCYPT to account.

7. SSCB standards

Working Together 2013 identifies, as a key function of a Local Safeguarding Children Board, the responsibility to monitor and evaluate what is done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children. Boards are required to advise them on ways to improve and should have a particular focus on ensuring that those key people and organisations that have a duty under Section 11 of the Children Act 2004 are fulfilling their statutory obligations about safeguarding and promoting the welfare of children.

Salford Safeguarding Children Board has developed a comprehensive generic self-audit tool to look at how member agencies are meeting their duty under section 11 of the Act.

Section 11 audits will be undertaken every two years by the Performance Management sub-group. Agency reports on performance including progress on previously identified areas for development will be presented annually to the SSCB.

Safeguarding Standards for children have also been produced by Salford CVS (Community and Voluntary Sector), with the SSCB and NHS Salford, for the voluntary sector.

8. Performance management

A key function of both the Boards is to ensure the effectiveness of what is done by each person or body to promote the safety and welfare of children. In addition the boards will also monitor how each agency contributes to the work of the boards and will hold organisations individually, and in partnership, to account for their performance in both these areas.. The SSCB and SCYPT have a joint Performance Management sub group with reporting arrangements to each Board. This includes report cards, audits and other quality assurance methods. See 'supporting structures to the boards' below.

In exceptional circumstance the Chair of SSCB, as the statutory body for safeguarding, with the agreement from the board, may require the Chair or Chief Executive of the partner agency to explain the performance failings. The Chair may then, if appropriate, explain the SSCB's concerns to the relevant inspectorate and, if necessary, Government department.

9. Supporting structures to the boards

A system of support is required for the boards to carry out their work and achieve targets. A series of multi-agency sub groups and task & finish groups will ensure that specific areas of responsibility of the boards are planned and co-ordinated across the agencies. Each board has a Business Manager to support the groups in delivering the respective business plans.

SSCB arrangements

- Executive
- Policy and Procedures sub-group
- Strategic Training and Development sub-group
- Case Review sub-group

- Child Death Overview Panel sub-group
- A number of other sub groups relating to specialist areas of safeguarding

Further information about the SSCB sub-groups can be found on the SSCB website. Specific and time limited task & finish groups may be established to action specific issues / activities at the request of the SSCB.

SCYPT arrangements

Task groups supporting SCYPT are described in the SCYPT Statement of Purpose².

Joint arrangements between the SSCB and SCYPT

- Performance Management sub-group
- Publicity and Communication sub-group
- Voice of the Child Advisory Group

The arrangements are shown in a diagram in Appendix 7.

SHWB Arrangements

- Health & Wellbeing Integrated Commissioning Board and the Integrated Engagement Board support the work of the Board
- 3 Subgroups to reflect the work of the JHWB priority areas
- Health Protection Forum
- JSNA Executive Group

Each subgroup includes members from the Health & Wellbeing Board, Children and Young People's Trust, Community Safety Partnership, Salford Clinical Commissioning Group, voluntary and community sector representatives and elected members from Salford City Council

10. Conclusion

Everybody shares some responsibility for promoting the welfare of children and safeguarding them from harm.

As a parent or family member, a concerned friend or neighbour, an employer, staff member or volunteer, members of the community can help to safeguard children if they are mindful of children's needs, and are willing and able to act if they have concerns about a child's welfare.

Salford Safeguarding Children Board and Salford Children & Young Peoples Trust, within the context of the Salford City Partnership and with the endorsement of Salford Health and Wellbeing Board, exist to support them in this task.

² Published at www.partnersinsalford.org/cyptrust

Appendix 1: The core functions of a LSCB

1. Develop policies and procedures, including those on:

- action taken where there are concerns about the safety and welfare of a child, including thresholds for intervention;
- training of people who work with children or in services affecting the safety and welfare of children;
- recruitment and supervision of people who work with children;
- investigation of allegations concerning people who work with children;
- safety and welfare of children who are privately fostered; and
- co-operation with neighbouring children's services authorities (i.e. local authorities) and their LSCB partners

2. Communicating and raising awareness

- Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done, and encouraging them to do so. For example, facilitating public campaigns and consulting children and young people.

3. Monitoring and evaluation

- 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. For example, by asking individual organisations to self-evaluate, conduct joint audits of case files, report annually to the Youth Justice Board- more frequently if there are concerns on the use of restraint.
- Produce and publish an annual report on the effectiveness of safeguarding in the local area.

4. Participating in local planning and commissioning

- Participating in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account. This will be achieved to a large extent by contributing to the Children's Trust Business Plan.
- SSCB should be notified of all licence variations and new applications for the sale and supply of alcohol and public entertainment.

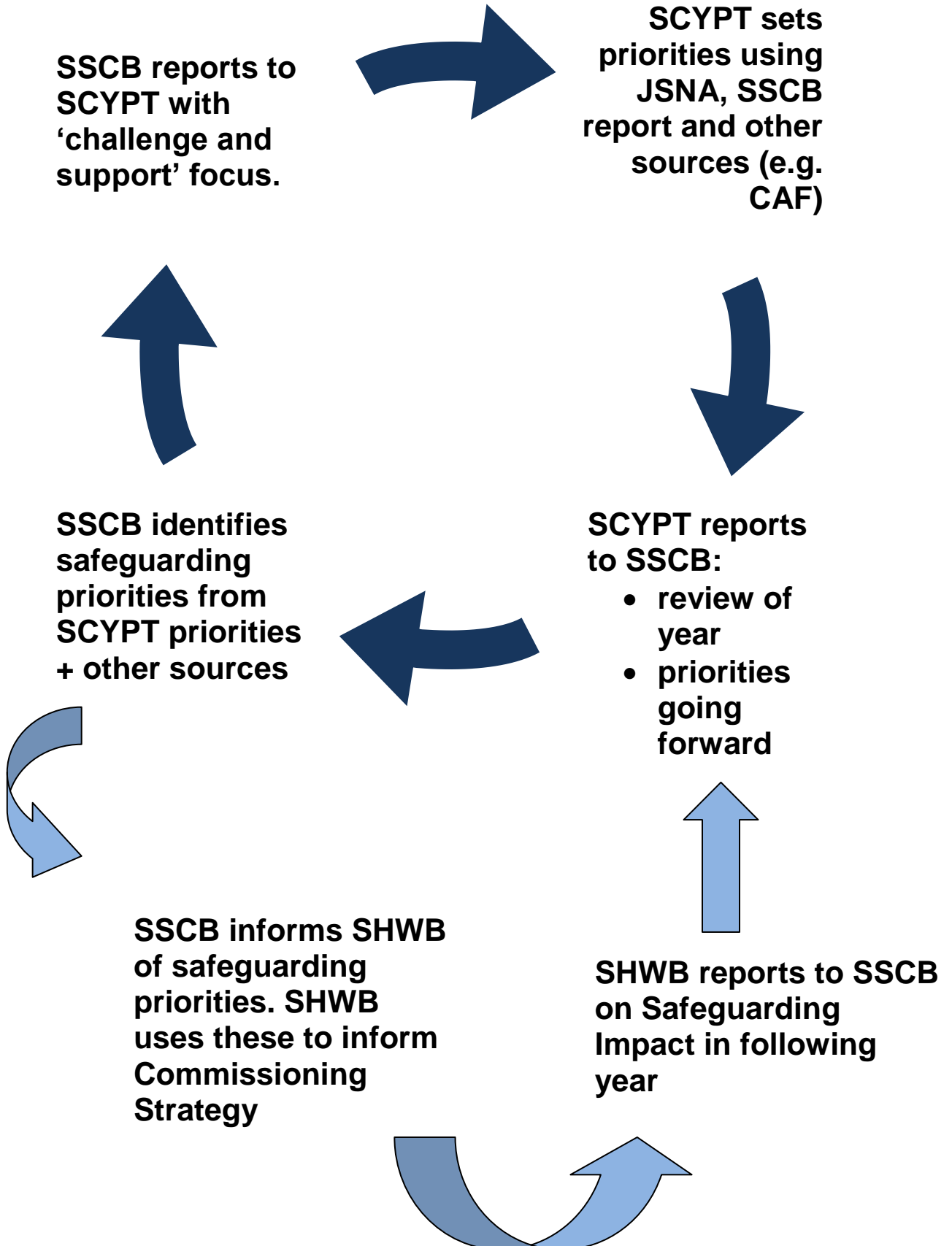
5. Reviewing and analysing child deaths

- Collecting and analysing information about the deaths of all children in their area with a view to identifying:
 - (i) any matters of concern affecting the safety and welfare of children in the area of the authority, including any case giving rise to the need for a Serious Case Review;
 - ii) any general public health or safety concerns arising from deaths of children.
- Putting in place procedures for ensuring that there is a co-ordinated response by the authority, their Board partners and other relevant persons to an unexpected death of a child.

6. Undertaking Serious Case Reviews

- Undertaking reviews of cases where abuse or neglect of a child is known or suspected, a child has died or a child has been seriously harmed, and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

Appendix 2: Accountability Cycle



Appendix 3: Seven Principles of Public Life

The 'Seven Principles of Public Life' should apply to all in the public service. These are:

1. **Selflessness** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
2. **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
3. **Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership** Holders of public office should promote and support these principles by leadership and example.

Appendix 4: Membership of the SSCB

- Independent SSCB Chair
- Independent CDOP Chair
- CAFCASS
- High School Head Teacher
- Salford City College
- Special School Head Teacher,
- Primary School Head Teacher,
- Greater Manchester Police, Salford
- Salford Royal Foundation Trust
- GMW Mental Health NHS Foundation Trust
- Salford Clinical Commissioning Group
- Central Manchester Foundation Trust
- GM Probation
- Salford Council Children's Services
- Home Office (UKBA)
- NSPCC
- Salford VOCAL
- Lay Member

Participating Observer

- Assistant Mayor – Services for Children and Young People, Salford Council

Professional Advisors to SSCB

- Head of Salford City Council Safeguarding Unit
- Designated Nurse – NHS Salford
- Designated Doctor, NHS Salford
- GP rep for NHS Salford
- Solicitor, Legal Section

Business Support to SSCB

- SSCB Business Manager
- SSCB Business Support

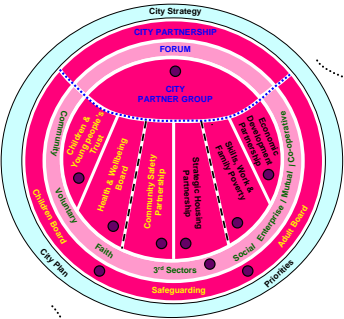
Appendix 5: Membership of the SCYPT

- Assistant Mayor - Services for Children and Young People, Salford Council
- Assistant Mayor - Learning Skills and Employment, Salford Council
- Independent SSCB Chair
- Director of Children's Services, Salford Council
- Deputy Director of Children's Services Salford Council
- Assistant Director, Specialist Services, Salford Council
- Head of Commissioning, Children's Services, Salford Council
- Chair of VOCAL (Voluntary and Community Sector network for children and young people's services)
- Deputy Chief Officer (Children and Families), Salford CVS
- Primary school headteachers' representative
- Secondary school headteachers' representative
- Salford City College representative
- University of Salford representative
- Job Centre Plus (DWP) representative
- Public Health representative, Salford Council
- Chief Operating Officer, NHS Salford Clinical Commissioning Group
- Salford Royal NHS Foundation Trust representative
- Strategic Director, Community Health and Social Care, Salford Council
- Greater Manchester Police representative
- Greater Manchester Fire and Rescue Service representative
- Member of Youth Parliament for Salford

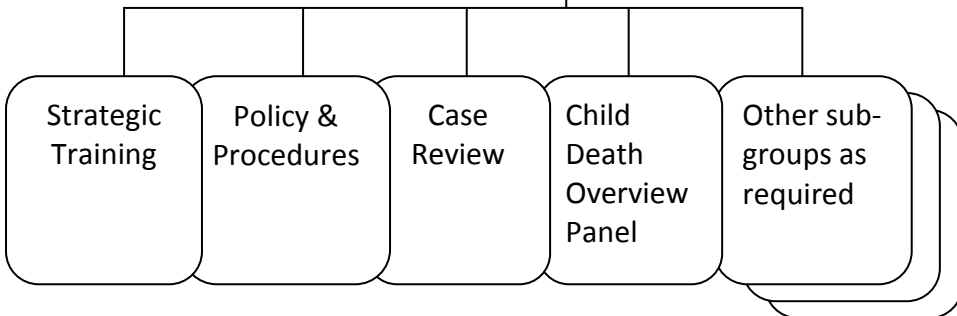
Appendix 6: membership of the SHWB

- Salford City Mayor (Chair)
- Assistant Mayor for Health and Wellbeing (Deputy Chair)
- Chair of Salford CCG (Deputy Chair)
- Director of Adult Social Care
- Director of Children's Services
- Director of Public Health
- Representative of Healthwatch
- Additional five elected representatives from Salford City Council
- Additional three representatives from Salford CCG
- Director of Environment and Community Safety
- NHS Commissioning Board representative
- Chamber of Commerce representative
- Voluntary and community sector representative (Salford CVS)
- Greater Manchester Police representative
- Greater Manchester Fire & Rescue Service representative
- Salford Royal Foundation Trust representative
- Greater Manchester West Trust representative

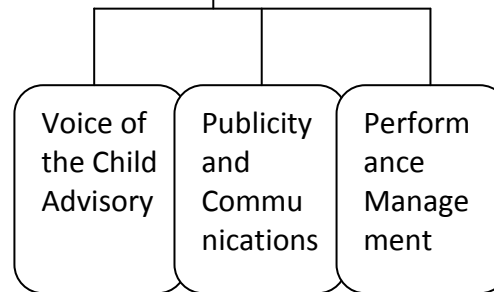
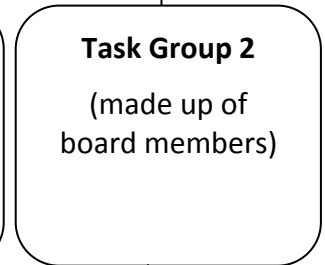
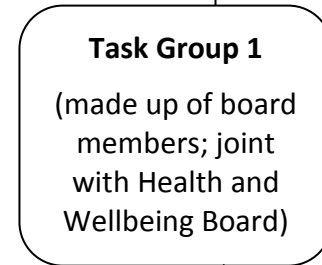
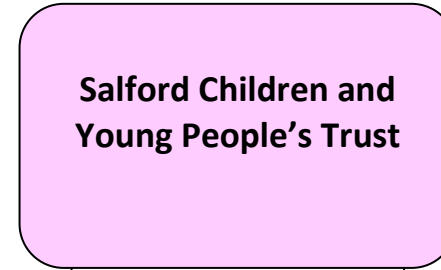
Appendix 7: SSCB & SCYPT organisation structure



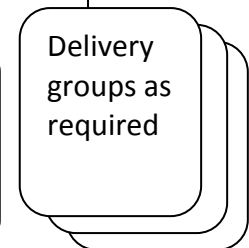
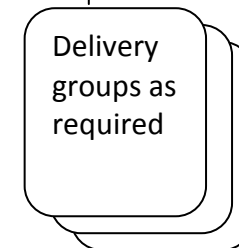
In the context of the Salford Strategic Partnership; see www.partnersinsalford.org/partnership-review



SSCB sub-groups



Joint groups



SCYPT delivery groups