

**Salford Safeguarding Children Partnership**  
**Theme: 7a. Priority 2: Complex Safeguarding**

**Date:** 17<sup>th</sup> June 2019

**Time:** 1.30pm – 4pm

**Chair:** Francine Thorpe, Director of Quality & Innovation, NHS Salford CCG

**Venue:** Committee Room 4, Civic Centre, Chorley Road, M27 5AW

**MINUTES**

**1. Welcome and Apologies**

**1.1. Attended by:**

Francine Thorpe (Chair)	Director of Quality & Innovation	NHS Salford Clinical Commissioning Group
Vivienne Bentley (Minutes)	Senior Business Support Officer	Salford Safeguarding Children Partnership
Karen Armfield	Head Teacher	Boothstown Methodist Primary
Deborah Blackburn	Assistant Director: Public Health Nursing & Wellbeing	Public Health
Carole Brooks	Early Adopter Project Lead	Independent
Manjit Byrne	Assistant Chief Executive	National Probation Service
Kalpesh Dixit	Designated Doctor (Safeguarding)	NHS Salford Clinical Commissioning Group
Emma Ford	Head of Safeguarding	Salford City Council: People GMP
Rachael Harrison	District Superintendent	Salford City Council: People GMP
Sharon Hubber	Assistant Director: Specialist Services	NHS Salford Clinical Commissioning Group
Chris Packer	Detective Chief Inspector	Salford City Council: People GMP
Andrea Patel	Designated Nurse	NHS Salford Clinical Commissioning Group
Charlotte Ramsden	Strategic Director	Salford City Council: People
Tiffany Slack	Business Manager	Salford Safeguarding Children Partnership
Ben Smyth	The Bridge Project Manager	Salford City Council ( <i>Item 2 only</i> )

**1.2. Apologies received from:**

Lorraine Ashton	Solicitor	Salford & Manchester Legal Service
Vicky Pemberton	Senior Communications Officer	Salford City Council
Michelle Warburton	Voice and Influence Manager	Salford Community & Voluntary Services
Simon Westwood	Independent Adviser	Independent

**1.3. Invited but did not attend:**

Danielle Buckley	Community Director for Salford and Trafford	Cheshire and Greater Manchester Community Rehabilitation Company
Rabbi Grant	Lay Member	Community
Tim Rumley	Children's Services Senior Manager	Salford City Council: People

1.4. Chair welcomed everyone to the meeting, particularly Ben Smyth, The Bridge Project Manager was in attendance to present Item 2, Bridge Transformation Briefing.

## 2. **Bridge Transformation Briefing**

### a. **YPDAM Phase Out**

- 2.1. Mr Smyth informed that comments and feedback on the rationale for ending the YPDAM meetings and comments on the process had been requested.
- 2.2. Communications regarding the changes are ready to go to partner agencies and will need to be included on the website.
- 2.3. Ms Hubber informed that this proposal had been taken to The Bridge Strategic Group, they were all clear and happy that Salford is working well with this cohort and there is no need to hold a separate meeting. The YPDAM meeting has become a replication so is no longer an operational requirement.
- 2.4. Dr Dixit agreed that it is sensible to phase out YPDAM, his only concern was the use of DASH by professionals as there will be times when practitioners are informed in clinic that a young person is abusive towards parents. There will not be time available in clinic to complete a DASH. It was noted that DASH is not a tool for young people who are abusive towards parents or carers. Also if practitioners do not have the time or capacity to complete DASH, it is not a barrier to referring into the Bridge.
- 2.5. Ms Ford noted that this is a good example of the progress of work in Salford, it was evaluated and the recommendations were followed through and the work is now embedded.
- 2.6. Ms Thorpe informed that Simon Westwood, Independent Advisor has sent some feedback and agreed to forward this to Mr Smyth for consideration. Feedback included:
  - Agrees with single front door
  - Risk assessment RAG rating matrix may need further explanation
  - A reference to the severity of abuse grid would help direct people back to the further guidance

---

### **Action(s)**

- **Ms Slack will liaise with Mr Smyth regarding information for the SSCP website.**
  - **Ms Thorpe will share Simon Westwood's feedback on YPDAM with Ben Smyth**
- 

### b. **Bridge Online Referral**

- 2.7. Mr Smyth explained that Signs of Safety (SoS) is used throughout Children's Services from Early Help to Child Protection however it is not embedded at the point of referral. The Ofsted and Peer Review identified that the online referral form does not support referrers in the same way as other processes and it could be structured to better help the referrer and include guidance regarding threshold of need.
- 2.8. The revised referral has been out for consultation, it was recognised that not all information will be available at the point of referral and it is OK to say that information is not available or not known. The referral is not an assessment form, it is a form which tries to structure the information gained via interactions with the family.

Q: Ms Byrne asked if there will be consultation with safeguarding leads in partner agencies.

A: Ms Hubber Have consulted with most partnership safeguarding leads, this will be included in the formal paper and welcomed comment.

Q: Ms Byrne asked if there had been any analysis on the time difference to complete the new referral form.

A: Mr Smyth informed that the time had not been tested and accepted that it would take longer if the referrer has more information to provide that they would not have included previously.

2.9. Ms Byrne assured that she will inform staff that the new referral process should help structure referrals and will advise them to feedback any issues.

2.10. Ms Hubber informed that it was agreed at The Bridge Strategic Partnership there will be feedback after a three month period and will look at the effect on referrals after 6 months. The Bridge Strategic group will also review if there any immediate issues with the form. Mr Smyth agreed to build in partnership feedback to the review of the referral process.

2.11. It was noted that SoS works well in Salford, so it makes sense to use this model at the point of referral.

2.12. Ms Brooks noted that the evaluations were good and suggested that the Independent Advisor should test assurance. The main question on the form; primary presenting issue and presenting issues may need some guidance and advice on what to pick. The Safeguarding Effectiveness Sub-Group has noted the number of referrals received for neglect reduced and the group discussed this may be due to how the referrals are recorded and how the primary issue is decided. Mr Smyth agreed to look at this and noted that it may be that it is because referrers are asked to pick the category.

Q: Ms Ford asked if any consideration had been given to including a section about the child and child's views.

A: Ms Hubber agreed to look into this and discuss further.

Q: Ms Armfield asked whether the question at the end of the referral asking if it is Early Help should be higher.

A: Mr Smyth explained that the process of working through SoS may affect the referrer's decision on whether to send to Early Help or not. It was agreed to add this as a review question.

2.13. Dr Dixit noted that guidance should also include feedback to the referrer regarding the outcome. Ms Hubber informed that if the referrer includes their email address then the manager should make contact after decision.

2.14. Ms Byrne informed that anecdotally officers have said recently they have needed to chase responses and timescale for response would vary. Ms Byrne agreed to send examples for clarity. Ms Patel informed that CCG are auditing referrals and responses too and will also feedback.

2.15. Ms Hubber explained that the decision to implement the referral process is ultimately Ms Ramsden's, she will consider multi-agency responses, the paper will go to leadership for sign off and SSCP will support the role out

---

#### Action(s)

- **Mr Smyth will look at how presenting issues are decided at the point of referral.**
  - **Ms Hubber will look into including a section on the referral about the child and the child's views**
  - **Mr Smyth will review the placement of the question regarding Early Help when reviewing the revised referral process**
  - **Ms Byrne will provide case examples where feedback from referrals had not been received**
  - **Ms Patel will feedback to CSD when the audit of referrals has been completed.**
-

### 3. SSCP Minutes

3.1. The minutes were agreed as an accurate record of the meeting held on 29<sup>th</sup> April 2019 with the following amendments:

#### a. Minute No. 1: Welcome and Apologies

- Deborah Blackburn's title was incorrect. It should be Assistant Director: Public Health Nursing & Wellbeing
- Manjit Seal has changed her name; it is now Manjit Byrne

#### b. Minute No. 5c: Data Transfer Agreement

- Mr Westwood has noted there appears to be some confusion between data transfer and data sharing. We need clarity that whether the data transfer agreement is signed as the SSCB no longer exists, as Chair of SSCB, Mr Westwood believes he met the requirements set out in Working Together. Ms Ramsden requested that a copy of this email is sent to Ms Ramsden, Mr Taylor and Ms Carruthers-Watt to inform their action.

---

#### **Action(s)**

- **Ms Thorpe will forward the email from Mr Westwood with feedback for this meeting to Ms Ramsden, Mr Taylor, Ms Carruthers-Watt and Ms Slack.**
  - **Ms Ramsden to follow up with Ms Carruthers-Watt**
- 

### 4. SSCP Action Log

4.1. The action log was updated at the meeting and will be circulated with the minutes of this meeting.

### 5. Feedback from:

#### a. GM Safeguarding Standards Board held on 17<sup>th</sup> May 2019

5.1. The minutes were circulated with the papers for this meeting.

Q: Ms Byrne asked if this board has committed to an identified work area.

A: Ms Thorpe informed that primarily the Board is looking at local future arrangements.

5.2. Ms Thorpe informed that the Board pulls together data from all partners, they have discussed independent scrutiny. Ms Ramsden noted that the original proposal had 10 local arrangements as well as the GM Safeguarding Standards Board which would challenge and provide independent scrutiny.

5.3. The board has reviewed the implementation plans for each of the 10 localities. A dashboard to compare indicators across localities is in development, local authority information is available work is in progress for GMP and health indicators. There has been some discussion regarding Chairing and whether this should be an independent or internal role, this will be discussed further at the combined authority.

5.4. Ms Ramsden gave an update on work that is going on across Greater Manchester (GM) to identify what can be done once across GM and what needs to happen at a locality level. A lot of GMP safeguarding work is discussed at cluster level rather than local level.

5.5. A group has been established to take this forward, the terms of reference have been agreed and this is being led by Jacob Botham. A letter was circulated on Friday to explain to Partnership Chairs and someone will come out to talk to SSCP.

5.6. Local arrangements are still being progressed in each locality.

5.7. Ms Brooks informed that she has comments and will feedback formally. Salford is hosting, a GM event on 9th July, which offers four places to each GM local authority to look at sharing learning from Rapid Reviews and developing a common process. If other key people should be invited, let the SSCP Business Unit know. It was agreed to inform Jacob Botham of this event.

---

#### **Action(s)**

- **Ms Slack will inform Jacob Botham of the GM event on 9th July.**
- 

## **6. SOG/Early Adopter Programme Update**

### **a. Highlight Report**

- 6.1. Ms Hubber informed that it was agreed that Ms Patel will be the deputy chair for this group.
- 6.2. The feedback on input to the new partnership was made available and it was noted that some work needs to be continued including work with elected members, GMP and young people.
- 6.3. The slide show is available if you want to use it, but please let us know if you use it.
- 6.4. The first SOG meeting looked at the SSCP sub groups, reframed priorities and aligned sub-groups. The plan is to have more succinct feedback and clarity regarding what comes to SSCP and SOG.
- 6.5. The sub group report template has been changed, it was agreed that Chairs can provide verbal feedback to this meeting, however written reports are expected from September.
- 6.6. Sub group chairs are expected to develop their own work plan and complete work from SSCB.
- 6.7. Going forward it will be assumed that:
  - all papers have been submitted on time
  - people have read papers before the meeting.
- 6.8. Ms Brooks has observed that the SSCP Business Unit spend a considerable amount of time chasing papers, by ensuring that papers are in on time the unit will be able to do other things.
- 6.9. Ms Brooks is developing a single page quick reference guide for chairs.

## **7. SSCP Spotlight**

### **a. Priority 2: Complex Safeguarding**

- 7.1. It was agreed to defer this item.

## **8. How are we doing Q4/Year End 2018-19 summary report**

- 8.1. Ms Patel explained that the papers include the performance dashboard and summary report from the Safeguarding Effectiveness sub group to be read with the performance report.
- 8.2. Discussions from the Safeguarding Effectiveness Sub-Group Meeting were summarised in the reports.
- 8.3. Areas highlighted from Q4 report will be addressed.

Q: Ms Ramsden acknowledged that there is work to do around CSE, however there is a larger number from GMP compared to the Bridge and asked how this relates to contextual safeguarding and how can we help.

A: Ms Harrison informed that GMP has identified that work is required to truly safeguard against CSE and they need to get more involved with schools. GMP will have an officer dedicated to schools, to engage with professionals in the school environment and share information to better safeguarding children.

- 8.4. Ms Harrison informed that GMP have limited capacity and noted that the new computer system, IOPS goes live soon and may impact on capacity. Complex safeguarding intelligence is key.

- 8.5. Mr Packer informed that whilst he has worked with the complex safeguarding hub, he has found there is a dearth of intelligence in terms of CSE which is often self-generated, i.e. from ongoing investigations and electronic devices seized from children. GMP are keen on improving the awareness of child sexual exploitation (CSE) and child criminal exploitation (CCE). There have been a number of events to raise awareness and GMP are trying to understand the information that exists and show the difference between information which is held by the whole partnership and intelligence which is sent to the police and receives a graded response to identify if it is something that can be used. This will be discussed further at the Complex Safeguarding meeting tomorrow.
- 8.6. Ms Hubber informed that the 10am meetings will stop and they will use community safety referral teams in a more effective manner, to look into issues more thoroughly in the locality and feed back into the complex safeguarding team.
- 8.7. The difference in domestic abuse notifications to police and referrals was discussed at SSCB with regard to the JTAI recommendation for police regarding triage of notifications to GMP of domestic abuse and referrals to The Bridge. The agreed action was for more robust triage and we need to check if this is still in place. Ms Ramsden will ask GMP to provide assurance.
- 8.8. Ms Harrison noted that often concerns from neighbours generate referrals, it may be better to be picked up via neighbourhood teams to allow expertise to focus on higher level cases.
- Q: Ms Byrne asked if GMP are confident that appropriate referrals are being made to the Bridge, and if the triage systems are appropriate.
- A: Ms Harrison assured that the triage is working effectively within the current system, however the current system means there is a need to go to meetings a number of times a month. Ms Harrison is confident that referrals are being made to The Bridge.
- 8.9. Mr Packer informed that GMP have introduced thematic leads at Inspector level.
- 8.10. Ms Ford informed that the domestic abuse needs analysis will be shared next week, this includes MARAC and the theme for the next SSCP meeting is domestic abuse. Also partners should have been invited to the workshop on 2nd July 2019. Clare Badley, Lead for Children's Domestic Abuse is in post now and has spent time with Gareth Jenkins. Mr Packer suggested that she also meets with Alan Smith and will discuss this with Amanda Delamore.
- 8.11. Ms Ramsden commented that the reduction in numbers of referrals for abuse or neglect in Q4 with the hypothesis that this may be a recording issue is critical and needs to be understood. Ms Patel assured that she has actions to address this.
- Q: Dr Dixit asked, in respect of triaging, what is the level regarding verbal abuse.
- A: Ms Harrison informed that there is training for front line staff, they can observe if there is a child in the home and include this in the referral. These are tracked daily.
- Q: Dr Dixit noted that the increase of referrals to Early Help was positive and asked if we know how many referrals were actually made and how many undertook Early Help support.
- A: Ms Patel informed that only high level data is provided to the Safeguarding Effectiveness Sub-Group, this query can be re-directed to Ms Blackburn as she is the Early Help Lead.
- 8.12. Ms Patel noted that there has been an increase in the number of incidents of domestic abuse but a reduction of referrals and it would be helpful if GMP could provide some narrative to explain the reasons for this.
- 8.13. Ms Brooks informed that the intention was to share the "how are we doing report" including clear commentary from the partnership to SSCP sub group members and asked if SSCP members were in agreement for this to happen. **All agreed.**

- 8.14. Ms Thorpe commented that in section 5: other information, the GM standards board is developing benchmarking information and asked if that will be routed through this group. Ms Patel agreed that it would be useful to have that information. Ms Slack informed that Shona Green, Business Manager: Bolton LSCB and the Business Manager Representative on the Standards Board is in the process of clarifying an agreement to share this information.

---

**Action(s)**

- **Ms Blackburn will ask the Early Help group to look at Early Help data to identify how many referrals were actually made and how many accepted early help support.**
  - **Ms Harrison will feedback to the Safeguarding Effectiveness the rationale for increased incidents but reduced referrals relating to domestic abuse.**
- 

**9. Partnership Subgroups:**

**a. Practice Review**

• **practice review toolkit**

- 9.1. Ms Ford informed that there has been a lot of work on the practice review toolkit and guidance. It has been brought here for final comments and sign off.
- 9.2. Ms Brooks informed that the task and finish group has been valuable in developing the toolkit and guidance and asked if this meeting had identified any queries on the policy.
- 9.3. The GM event on 9th July may provide some suggested changes, so the toolkit will be draft until after that event, looking at how to make it meaningful in practice.
- 9.4. A workshop is planned in August on “how do we safely engage families in reviews”. It is hoped someone who has experienced services will be able to attend this.
- 9.5. Ms Byrne commented that the policy was useful and helpful.
- 9.6. Dr Dixit asked if the word “stop” could be changed to “prevent”.
- 9.7. Ms Hubber noted that there is some concern about always informing families.
- 9.8. Ms Thorpe informed that Mr Westwood’s feedback Section 7: Decision Making. This needs to be clear about what constitutes a disagreement, i.e. if one partner disagrees does this need to be escalated? If the Independent Advisor disagrees with a statutory partner, does this need to be escalated? It was noted that Ms Slack is leading a working group on escalation and it was agreed to include this in that work. Ms Slack noted that the work she is undertaking is focussed on practitioners’ escalation but will inform strategic escalation.
- **Pool of Rapid Reviews Chairs**
- 9.9. There is already a pool of professionals trained to lead reviews, it was queried if the pool of chairs for rapid reviews should be different and at what level of seniority they should be. Ms Patel noted that it would be helpful to have chairs with a level of seniority to support the decision making at the meeting. The outcome of the rapid review is submitted to the National Panel. Ms Byrne would support this and suggested a short briefing to identify the responsibility for the Chair. Ms Ford informed that the rapid review chair may also need to take responsibility for further work.

**b. Safeguarding Effectiveness:**

- 9.10. Ms Patel informed that the framework and evidence forward plan includes the evidence going forward for future work and asked SSCP members to look at this and submit any comments or inform of anything additional required by email to [tiffany.slack@salford.gov.uk](mailto:tiffany.slack@salford.gov.uk).



- 9.11. Ms Brooks informed that the forward plan is in place and includes the time when reports will be presented. Annual reports will also be presented to the Safeguarding Effectiveness Sub-Group.
- 9.12. Ms Slack informed that the first tab lists the dates of all meetings however the complex safeguarding sub-group dates have not been provided. Ms Hubber informed that Elizabeth Jones can provide these dates.

---

**Action(s)**

- **Submit any comments or inform of anything additional required to the framework and evidence forward plan by email to [tiffany.slack@salford.gov.uk](mailto:tiffany.slack@salford.gov.uk).**
- 

**c. Neglect:**

- 9.13. Ms Blackburn has not chaired a meeting for this group yet. There is a development session scheduled for Wednesday which will focus on GCP, progress on needs analysis, looking at practitioner involvement, performance monitoring etc. The work plan is in development.

**d. CDA:**

- 9.14. Ms Ford informed that this group last met a couple of weeks ago. The needs analysis is ongoing.
- 9.15. The theme of the next SSCP is domestic abuse.

**e. Education:**

- 9.16. Ms Armfield informed that the last meeting focussed on understanding SSCP and the new safeguarding arrangements.
- 9.17. The next meeting will take place tomorrow and will look at the voice of the child element.
- 9.18. Ms Brooks informed that Clare Campbell, a head teacher who attended one of the roadshows also attended the neglect subgroup last week.
- 9.19. Dr Dixit informed that the British Association of child health meeting will take place on Friday with the impetus on child safeguarding and obesity and asked how much understanding colleagues have on ACE. Ms Blackburn informed that ACE is a priority for the Neglect sub-group.

**f. Communication & Engagement:**

- 9.20. Ms Slack informed that this group services three partnership boards, SSCP, SSAB and CSP which is a challenge. Ms Slack will meet with Ms Pemberton, the Chair of this sub-group to look at this, there may need to be a task group to focus specifically on Safeguarding children.
- 9.21. The other priority area is the website, Ms Slack and Ms Pemberton will meet to sign off the look and feel of the new website.

**g. Voice of the Child:**

- 9.22. Mr Rumley did not attend the meeting today; Ms Hubber will follow up with Mr Rumley to ensure that he is aware of the expectation that he attends the SSCP meetings.
- 9.23. There was some discussion regarding the governance process for voice of the child as some information was shared with the 0-25 Board. Contact to be made with Mr Rumley to confirm details regarding the sub-group meetings and to advise that reports should come to SSCP in the first instance. Ms Thorpe noted that it was agreed that we have a voice of the child sub-group of this partnership. Ms Slack will discuss this with Mr Rumley to clarify



that SSCP should have oversight before being shared with other partnerships boards for sub groups of SSCP priorities

---

## **Actions**

- **Ms Hubber will follow up with Mr Rumley to ensure that he is aware of the expectation that he attends the SSCP meetings**
  - **Ms Slack will contact Mr Rumley to clarify that SSCP should have oversight before being shared with other partnerships boards for sub groups of SSCP priorities.**
- 

## **10. Integrated Chronologies**

- 10.1. Ms Ford informed that the Pearson SCR highlighted the usefulness of a multi-agency chronology. Ms Hubber and Ms Ford have set an aspirational target to have a multi-agency chronology available two days before Initial Child Protection Conferences.
- 10.2. For this to be feasible, there would be an expectation that partners submit chronologies using the same chronology format. Ms Ford suggested that it was trialled for a 12 week period and reviewed.
- 10.3. It was noted that it would be a challenge for agencies to do this in practice within the timescales for ICPCs. Systems and processes are not in place to do this without it being labour intensive. It was suggested that a working group could be set up to look at the principles and feasibility of undertaking a standard chronology first. Ms Ford agreed to coordinate the working group and feedback to the SSCP.
- 

## **Actions**

- **Ms Ford will coordinate a working group to look at the principles and feasibility of undertaking a standard chronology and feedback to the SSCP.**
- 

## **11. Collective Reports for Child Protection Review Conferences (CPRC)**

- 11.1. Ms Ford presented the report which demonstrated that collective reports have provided more information for CPRCs.
- 11.2. It was agreed to continue with this format.

## **12. Feedback to:**

### **a. SSCP Subgroups**

- Ms Slack will speak to Mr Rumley regarding the voice of the child sub-group
- Guidance will be provided for the written reports required for each SSCP meeting.
- Chairs guidance will be provided for sub-group chairs.
- The Communication and Engagement sub-group has asked sub-groups to identify key messages. Consideration will be given to including this on the sub-group update report.

### **b. SSCP Safeguarding Executive**

- Minutes of SSCP meetings have been shared with the Safeguarding Executive, it was discussed whether in future a summary would be sufficient. Ms Thorpe and Ms Ramsden will discuss how to highlight issues from SSCP to the Safeguarding Executive.
- It was agreed that the Safeguarding Executive should receive the following reports:
  - How are we doing?
  - Early Adopter closure.

### **c. Other Local Boards/Partnerships**

12.1. Ms Slack will provide a summary paper at inter-board meetings.

**d. Regional Meetings**

12.2. The GM Standards Board and GM Safeguarding Partnership Board meetings were discussed earlier.

**e. Children, Professionals and Communities**

12.3. Ms Harrison informed that GMP has IAG meetings and opportunities to share with community groups.

12.4. There was some discussion about whether there should be a children's communications strategy. Ms Brooks informed that MS Pemberton, chair of the Communication and Engagement group is hoping to implement an overarching communication strategy, which will have separate strands.

**f. 11f. Items to evidence impact, challenge and good practice**

- Challenge was evident throughout meeting.
  - Ms Hubber questioned whether everything on today's agenda was relevant for SSCP or could some items have gone elsewhere.
  - Ms Ford noted that receiving all of the sub-group updates will take up a lot of time and asked if they should be triaged or presented on a rota.
  - Ms Patel suggested that Items 2, 10 & 11 could have gone to SOG.
- 12.5. Ms Byrne commented that once the work on integrated chronologies is complete, it should come back here. Sub group reports should highlight any issues that SSCP support is required for. This partnership should have strategic knowledge and understanding of the sub groups.

**13. Items for Information**

**a. GM Wider Leadership Team**

- New Multi-Agency Children's Safeguarding Arrangements
- Draft Terms of Reference.

**Dates and themes of future SSCP meetings**

Date	Report Deadline	Theme	SSCP Lead
17/6/2019	7/6/2019	<b>Complex Safeguarding</b>	Sharon Hubber (Interim)
30/9/2019	20/9/2019	<b>Domestic Abuse</b>	
16/12/2019	6/12/2019	<b>TBA</b>	

**Minutes approved by:**

Francine Thorpe, Director of Quality & Innovation, NHS Salford CCG

**Minutes approved on:**

22<sup>nd</sup> July 2019