

A high-angle photograph of four children lying on their stomachs on a lush green lawn, laughing heartily. The children are arranged in a circle, with their heads pointing towards the center. They are wearing colorful, striped clothing. The background is a dense carpet of green grass.

Salford  
**Safeguarding  
Children Partnership**

Multi-Agency  
Safeguarding  
Arrangements  
**January 2019**



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# Foreword

Salford has always been a city with a strong identity – one that our residents are rightly proud of. In 2019 we are now strengthening our partnership arrangements to safeguard children.

The Salford Safeguarding Executive has been established to oversee the new Multi-Agency Safeguarding Children arrangements as required by the new government guidance Working Together 2018. It is formed of the Chief Executive, Salford City Council, the Greater Manchester Police Territorial Commander for Salford and the Chief Accountable Officer of NHS Salford Clinical Commissioning Group.

All three partners have equal and joint responsibility for local safeguarding arrangements and we are committed to the principles that support these arrangements.

As leaders we recognise that safeguarding children cannot be achieved in isolation from other partnerships, or our communities. This has been an area of strength in Salford in recent years.

All our partners are committed to working together so that every child in Salford has a safe and happy childhood. As a partnership we will provide leadership and joint accountability to provide protection, support and representation for those in greatest need.

We believe in prevention and that it is better to act before harm occurs, while seeking the least intrusive response appropriate to the risk presented.

We aim to provide local solutions through services working with their communities, we will promote a child centred approach and continue to do our best to listen to the views and understand the needs of children and families in Salford. We will do our best to ensure people are supported and encouraged to make their own decisions with informed consent, but where children need to be protected, we will take decisive action to safeguard them.

Safeguarding is everyone's responsibility and for services to be effective each citizen, practitioner and organisation should play their part.

We are asking the community of Salford to play their part to help us understand the needs of Salford's children and families and help us in preventing harm.



**Jim Taylor**  
Chief Executive  
Salford City Council



**Wayne Miller**  
Territorial Commander  
Stockport,  
Trafford and Salford  
Greater Manchester Police



**Anthony Hassall**  
Chief Accountable Officer  
NHS Salford Clinical  
Commissioning Group

# 1. Introduction

Nothing is more important than children's welfare, and children who need help and protection deserve high quality and effective support as soon as a need is identified. Professionals working with children and their families in Salford take their responsibility to do so, and to keep children safe, very seriously.

For many years, the Salford Safeguarding Children Board has driven this by providing expertise and leadership across the local area. This has been facilitated by strong partnership working; scrutiny of practice through a variety of methods including case reviews, sharing knowledge, developing our workforce, and providing a whole-Salford lens on key issues. The latest [annual report](#) for the outgoing Board outlines the work undertaken in 2017-18 and its impact on safeguarding outcomes for children and young people in Salford.

The new arrangements which each area is required to have in place, provides us with an opportunity to reflect and refresh how we do this within the new legislative framework to ensure we achieve our vision that

**'all partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential'.**

Salford are pleased to have been selected by the Department for Education (DfE) as a Safeguarding Early Adopter site, with a focus on learning from case reviews and planning for local child safeguarding practice reviews.

This document sets out how organisations and people in Salford will work together within the new arrangements as well as what matters most to the citizens and professionals in Salford. We believe that we have created a realistic and sustainable model, which will reduce time being spent on administrative process and systems and enable a continuing focus on critical safeguarding matters to improve outcomes.

## 2. National and Local Context

### 2.1 National Context

The Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance legislate for changes, which include all local areas to publish new multi-agency safeguarding children arrangements led by three statutory agencies. These are the local authority, clinical commissioning groups and police. It also establishes a national Child Safeguarding Practice Review Panel.

In addition to the strengthened role of these agencies, the role of every organisation and every individual in keeping children safe remains critical and legislated under Section 11 of The Children Act 2004. Each agency is also subject to their own legislative frameworks and guidance about safeguarding children. Examples include Keeping Children Safe in Education (DfE, 2018); Safeguarding and Protecting People for Charities and Trustees (The Charity Commission, 2018); Safeguarding Children and Young People - Roles and Competences for Healthcare Staff (Royal College of Paediatrics and Child Health, 2014).

In addition to legislation, we have used a wide evidence base (from research, experiences of others, and outcomes of case reviews) to understand what works in safeguarding children and young people to help us to create our new arrangements.

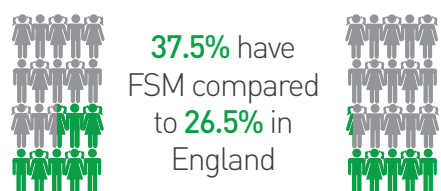
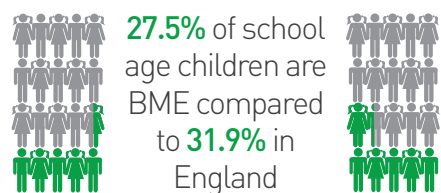
### 2.2 Local Context

The geographical area covered by these arrangements is the city of Salford, one of the ten areas within Greater Manchester, in the North West of England. We will ensure through the new arrangements that the current prevalence, needs, services and outcomes for children and their families in Salford is captured and forms the basis of the work we do.

Children and young people are at the centre of understanding safeguarding effectiveness and that we are doing the right things, at the right time. This includes listening to their experiences, views, aspirations, ideas and acting on them. A Voice of the Child sub-group, which includes representatives from other young people's fora and the Youth Council, help us. We know from responses to our Make your Mark ballot that over 6,000 young people identified mental health, knife crime and homelessness as their greatest concerns. We know from the Voice of the Child sub-group that they feel it is important they have direct links and a strong voice in strategic partnerships, but also want a 'One Salford' approach, where professionals jointly engage in young people's meetings on topics of interest to both themselves and strategic leaders.

Over the next three months, the Voice of the Child sub-group and other mechanisms will help to develop new ways that children and young people are at the heart of everything we do, to strengthen the role they play in independent scrutiny and set a forward plan of collaboration and co-production for 2019/20.

## 2.3 Our children and young people



**Salford**

**England**

**35,873** in school

**292** NEET 16-17

**903** Early help cases

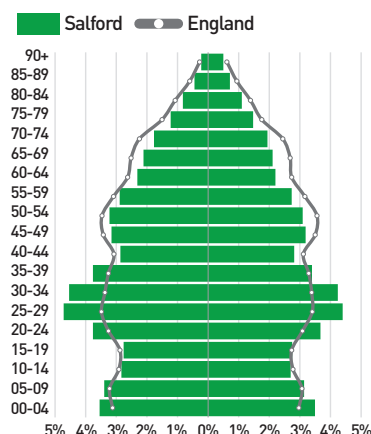
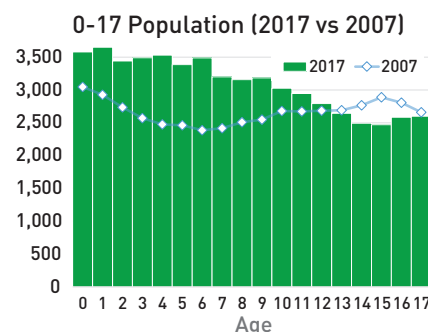
**1,325** CIN

**347** CP plan

**1,321** EHCP

**7,245** SEN

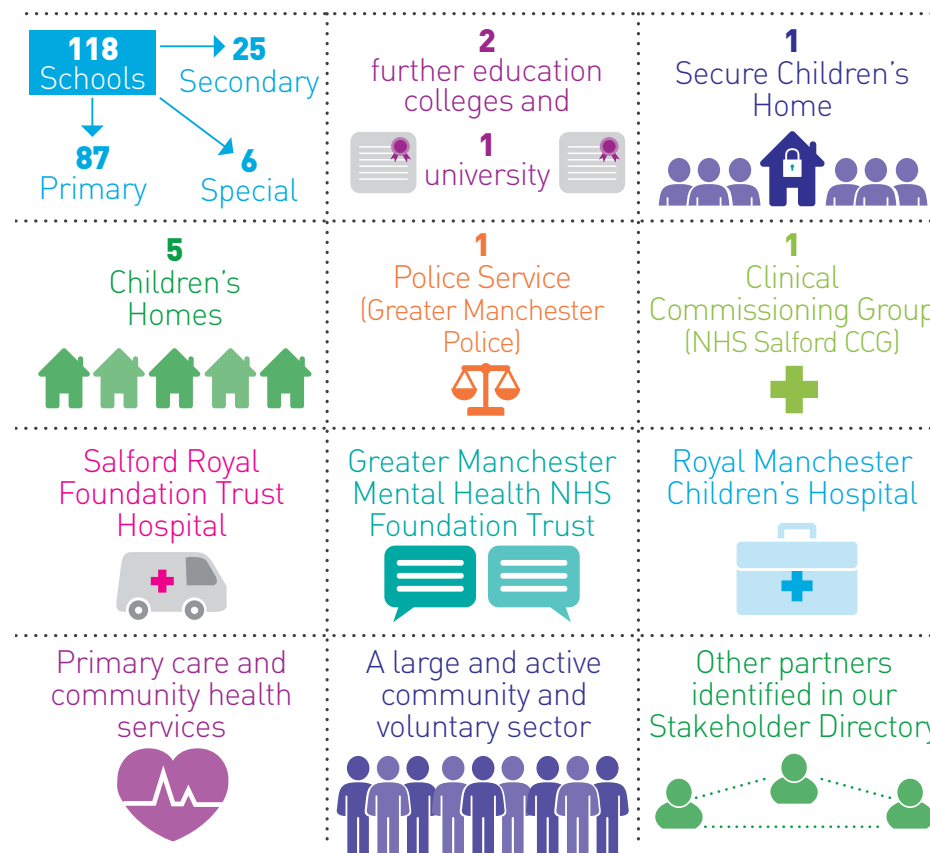
**7,684** Eligible for and taking FSM



## 2.4 Our services



**Salford City Council**, a metropolitan local authority delivering a range of services including **housing**, **early help**, **social work**, **youth offending**.



Source: Self Assessment for Ofsted Inspection of Local Authority Children's Services- October 2018)

## 3. Partnerships in Salford

### 3.1 Working in partnership across the local area

We recognise that safeguarding children can only be achieved by inter-agency and community partnership working and not in isolation. This has been an area of strength over the past year. In the inspection of local authority children's services (October 2018) Ofsted reported that "Multi-agency arrangements for children are effective and these lead to a good range of interventions that keep children safe" and "Leaders ensure there are strong partnership arrangements in place across the city, based on a detailed understanding of the needs of local communities".

Working with Greater Manchester and other partnerships in Salford, we will continue to foster strong links and undertake joint groups, work, events and training where we can to enable the Safeguarding Children Partnership to be more efficient, support a whole-systems approach and ensure safeguarding children is everybody's business at the highest level. This is supported by an [inter-board protocol](#) which is being refreshed in early 2019 to include the new 0-25 Board, and a [Joint Working Protocol with the voluntary sector](#).

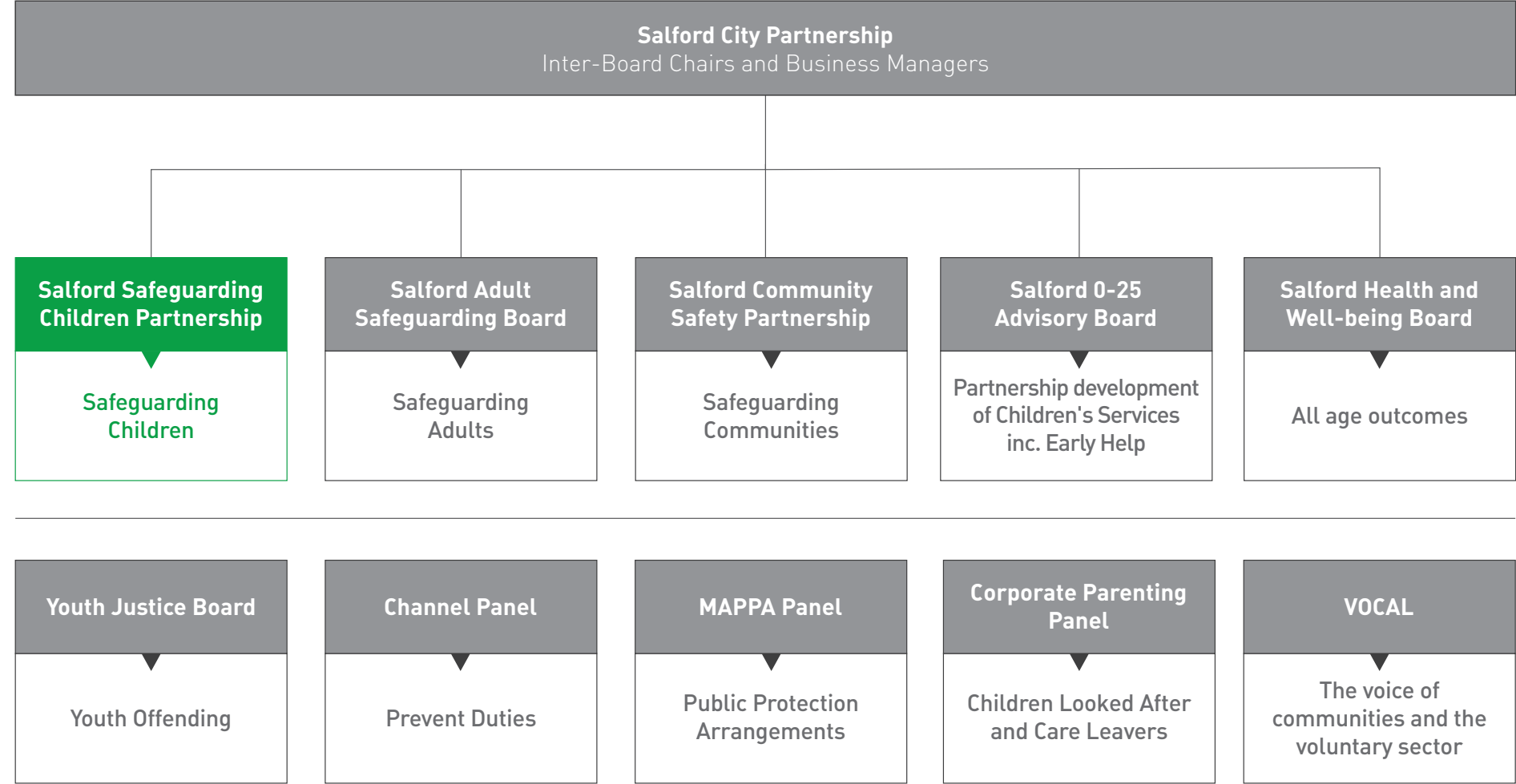
**Example:** In December 2018, over 130 professionals working across Salford came together to a Inter-board event to hear, share and learn from three different case reviews and from each other. (Community Safety Partnership, Children' Safeguarding Board and Adult Safeguarding Board).

For more information visit: [www.partnersinsalford.org/sscb/learningevents](http://www.partnersinsalford.org/sscb/learningevents)





The diagram below illustrates current partnership arrangements across Salford and their responsibilities, under the umbrella of [www.partnersinsalford.org/](http://www.partnersinsalford.org/) One of our longer-term priorities is to identify opportunities for better integration and collaboration around shared priorities.



## 3.2 Salford Safeguarding Children Partnership - Overview

Chapter 3 paragraph 6 of Working Together to Safeguard Children states that “all three partners have equal and joint responsibility for local safeguarding arrangements”. In Salford, these agencies came together to form the Salford Safeguarding Executive in May 2018, formed of the Salford City Council Chief Executive, GMP Territorial Commander for Salford and Chief Accountable Officer of NHS Salford CCG, and their nominated advisors.

Salford Safeguarding Children Partnership will maintain a **Stakeholder Directory**<sup>1</sup> of all organisations and individuals in Salford that will either be part of our safeguarding arrangements or receive information, including those who will be required to undertake an audit under Section 11 of The Children Act 2014. This will promote consistency of the application of statutory guidance and good practice, and we are committed to continue efforts to get full engagement of all independent, private providers and communities.

Section 5 provides the detail about how the new partnership arrangements will function to achieve our agreed vision, values and principles.

1. Relevant Agencies List as stipulated in The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018



## 4. The Partnership Vision, Values and Principles

Working Together to Safeguard Children 2018 states that the purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

The Salford Safeguarding Children Partnership has at its core one vision, two key values and six principles<sup>2</sup> to guide our work:

One vision	Two key values	Six principles
All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.	<ol style="list-style-type: none"><li>1. <b>A child centred approach:</b> for services to be effective they should be based on a clear understanding of the needs and views of children.</li><li>2. <b>Safeguarding is everyone's responsibility:</b> for services to be effective each citizen, practitioner and organisation should play their part.</li></ol>	<ol style="list-style-type: none"><li>1. <b>Empowerment:</b> People being supported and encouraged to make their own decisions and with informed consent.</li><li>2. <b>Prevention:</b> It is better to take action before harm occurs.</li><li>3. <b>Proportionality:</b> The least intrusive response appropriate to the risk presented.</li><li>4. <b>Protection:</b> Support and representation for those in greatest need.</li><li>5. <b>Partnership:</b> Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issues.</li><li>6. <b>Accountability:</b> Accountability and transparency in safeguarding practice.</li></ol>

2. The six principles adopted from Adult Safeguarding Boards.

## 5. How We Will Achieve These

The Safeguarding Children Partnership aims to promote high standards of safeguarding work and to foster a culture of continuous improvement, whilst each partner retains its own existing line of accountability for safeguarding. We are committed to a strengths-based approach, learning from work that has been successful in safeguarding children and risks they face, as well as reviewing and reflecting on poor practice to facilitate improvements.

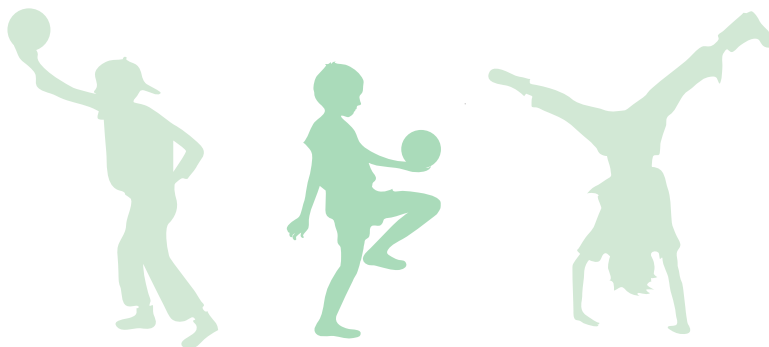
### 5.1 We **evaluate** practice and its impact to ensure professionals and organisations within Salford keep all children safe.

We will evaluate practice and its impact through a range of quality assurance activities and we will monitor performance of the system and impact on outcomes for children and young people, to provide an assurance that our systems and people are working as effectively and efficiently as they can, to identify areas for improvement, and to celebrate success. We will bring together processes and learning from a range of different types of reviews and audit across all partnerships in Salford. Our **Safeguarding Effectiveness Framework**<sup>3</sup> outlines how we will support this, providing a toolkit and standards which ensures the lived experiences of the child are a core feature. It provides guidance and tools to evidence impact, improve outcomes and achieve best practice and consistency, and testing out our vision, values and principles as well as the current priorities of the Board and 'business as usual' in terms of legislative duties and best practice.

- **Quality Assurance:** Applying our principle of proportionality, Salford Safeguarding Children Partnership does not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. We will take into account organisations' own methods, such as the Integrated Local Authority and CCG Children's Services, and our framework will gather and utilise existing evidence, support agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits.
- **Reviews of Practice:** Policies and processes are in place for a range of practice reviews, which may be thematic and not individual cases alone. The Practice Review sub-group has the remit for considering all cases where a referral for any type of review of practice may be made, including cases of good practice for moderation and to share learning. The type of review and most appropriate person to undertake the review will be determined by the sub-group. Not all instances where scrutiny is required will need an external independent reviewer, and we expect that a range of senior professionals in Salford will be able to undertake impartial scrutiny (see Section 6).

3. As at January 2019, the existing quality assurance framework is being revised through workshops and best practice to be published and in place by 1st April 2019. The framework will be reviewed at least once a year to ensure currency and adapt to changing circumstances.

- All rapid reviews under the new legislation will adhere to our **Arrangements for Notification of Serious Incidents**. Where an external independent reviewer is required, for example for Safeguarding Practice Reviews, they will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be selected by representatives of SSCP and the Practice Review Group. Reviews will be published as outlined in Chapter 4 of Working Together 2018 and each review will result in an action plan which will be monitored to ensure that they are embedded in practice, and appropriate methods of learning applied.
- **Monitor performance:** We expect all sub-groups to take a role in monitoring performance of their specialist area and to determine impact of the work we, and our partners are undertaking and how we can do better. A high level multi-agency dataset; a planned series of 'deep dives'; listening to a range of people and qualitative information obtained through audits, case reviews and other methods will be brought together in the Safeguarding Effectiveness sub-group.



## 5.2 We are **assured** that safeguarding is as effective as possible, using a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people.

The Safeguarding Children Partnership will review (at least every two years) and publish a **threshold of need and response framework** setting out the local criteria for action aligned with the local arrangements. There is, in addition, extensive information on the safeguarding website about safeguarding concerns, issues and themes, including making enquires and referrals regarding concerns about children.

The triangulation and scrutiny of how we are doing across the system enables us to test out assurance or identify where additional activity or assurance may be required. In addition to quality assurance, practice review information and quantitative data, the **Safeguarding Effectiveness Framework** sets out other assurance methods such as:

- assurance reports from the statutory partners and designated relevant agencies will be requested where deemed necessary. These reports should provide evidence of what is working well, what is not working well and actions in place to improve where appropriate.
- receive external audits and inspection reports of safeguarding or related issues from bodies such as HMIs, Ofsted and CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified during the above processes.
- request single agencies to carry out quality audits or 'deep dives' on themes where performance is considered to be a significant risk.



### 5.3 We **learn** from every opportunity and ensure we have a skilled workforce who have access to up to date, relevant information to help them to keep children safe and happy.

**The Safeguarding Effectiveness Framework** ensures that there is a direct link between safeguarding effectiveness and workforce development. Learning is shared with staff, changes made to policy, process and practice where appropriate and there is an assurance that this has had an impact.

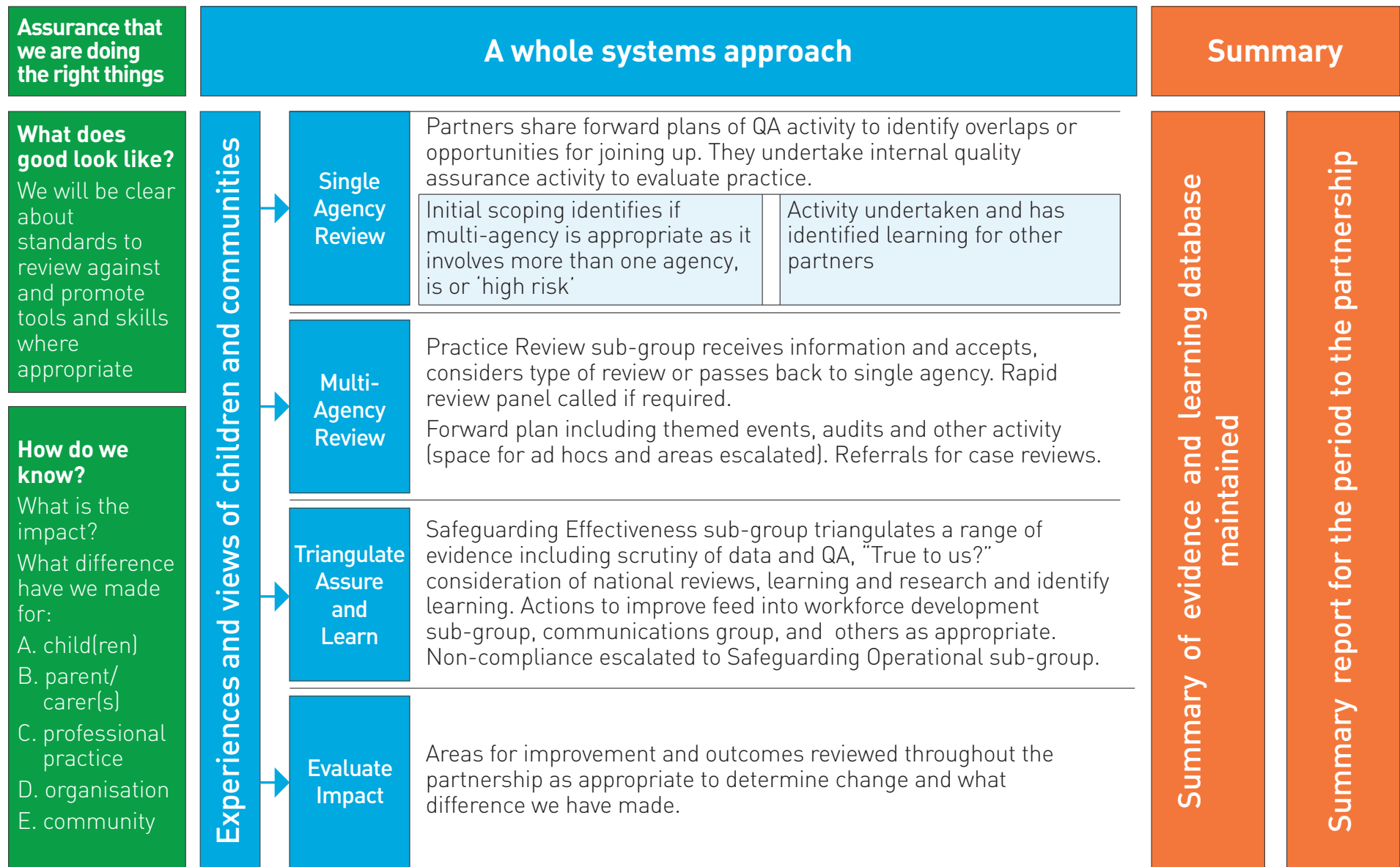
Learning needs are captured through the safeguarding assurance process of the partnership as well as an annual learning needs analysis. A learning audit undertaken in December 2018 by over 130 professionals as part of a learning event has provided the partnership with information about methods that professionals prefer to learn from and develop new knowledge and skills. This will inform the workforce development programme for 2019/20 onwards.

The well-established Practitioner Forum and the Training Pool of 50 internal 'trainers' provide on-going and valued support to deliver and evaluate learning and improvement. Opportunities for professionals to develop knowledge and skills are varied, with a proven track record in Salford of delivering opportunities such as training courses, newsletters, briefings, learning events, lunchbowls, social media and the website which form part of our communications strategy to ensure there are opportunities for learning.

The diagram overleaf illustrates how these come together as part of our **Safeguarding Effectiveness Framework**.



## Safeguarding Effectiveness Framework



## 6. Independent Scrutiny

The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, and should provide added value to what we already know and do. Working Together to Safeguard Children 2018 requires that safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement. We believe that whilst some forms of scrutiny will need to be independently commissioned, for example local child safeguarding practice reviews, there is impartial or peer scrutiny within the local area and the region, including the developing Greater Manchester Standards Board, which is independent of the area and may provide scrutiny in future.

Our **Safeguarding Effectiveness Framework** includes independent scrutiny of:

Level	Scrutiny of What	Activity
<b>Operational</b> (individual cases, teams, organisations)	<ul style="list-style-type: none"> <li>• Single agency: 'not marking your own homework'</li> <li>• Practice (audit and case reviews),</li> <li>• Decision making, for example, initiation of local Child Safeguarding Practice Reviews</li> <li>• Professional challenge, escalation and outcomes resolution</li> <li>• The effectiveness of the partnership and its plans and annual report</li> <li>• Impact and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Quality assurance</li> <li>• Peer to peer reviews</li> <li>• Diagnostics / critical friends</li> <li>• Salford local authority internal Audit team</li> <li>• Reciprocity with other partnerships in Salford and other areas</li> <li>• External inspections, such as Joint Targeted Area Inspections</li> <li>• Independent scrutiny and challenge of decision making for rapid reviews and notification to the National Panel of local practice reviews</li> </ul>
<b>Partnership</b>		<ul style="list-style-type: none"> <li>• Independent Adviser</li> <li>• Independent reviewers for case reviews</li> <li>• Annual 'assurance workshop'</li> <li>• Partnership Group Lay Members</li> <li>• Children and citizens</li> </ul>
<b>Greater Manchester and Regional</b>		<ul style="list-style-type: none"> <li>• Greater Manchester Standards Board</li> <li>• Greater Manchester Chairs and Business Manager meetings</li> </ul>

Independent scrutiny will:

- Be based on clear standards
- Be based on evidence, impartial and not rely on any single person
- Consider the effectiveness for children and families as well as for professionals
- Provide challenge and as well as a strengths-based approach to additionally recognise good practice
- Be cost effective and proportionate
- Include service users and the public (lay members, children and families)
- Be subject to moderation if required, overseen and reviewed by the Safeguarding Effectiveness sub-group.

To achieve this, we will develop **Scrutiny Standards** and deliver training to selected internal and external 'scrutineers' during 2019/20 to ensure these people have the skills set required to deliver the most effective scrutiny and contribute to learning and improvement.

The local authority Lead Member for Children's Services (LMCS) also provides a wider perspective and link to local authority scrutiny. The LMCS holds key political accountability for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers, are addressed, in effect, acting as a Children's Advocate. In doing so, the LMCS will work closely with other local partners and will also be part of the new arrangements as part of the Safeguarding Executive, and in a challenge role to maintain their independence.

## Professional Challenge and Escalation

Safeguarding partners will work together to resolve any professional challenges and disputes locally. Whilst every effort will be made to work across the partnership in a strengths-based way, there may be occasions where necessary agreement cannot be reached after escalation to the Partnership. Agencies should follow the [Greater Manchester 'Resolving Professional Disagreements/Escalation Policy'](#) and supporting local **Professional Challenge and Escalation Procedures and Standards**.

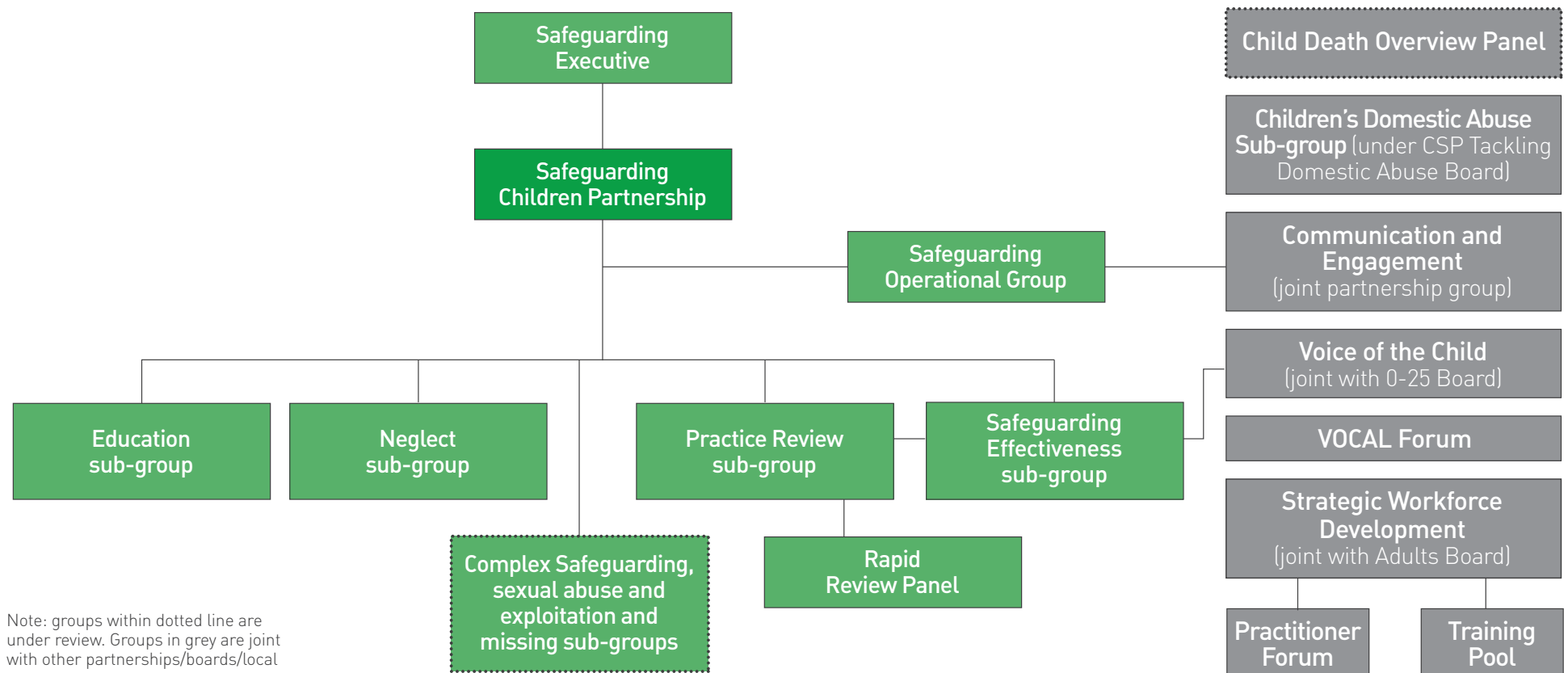
This partnership policy does not negate any single agency policies and it is expected that organisations will adhere to their own whistle-blowing policies as appropriate. For more information see the [GM whistleblowing guidance](#). The Children's Safeguarding Executive Partnership and all relevant agencies will be expected to adhere to the policy.

In order to reach a resolution, the partnership may need to commission an independent adviser to review and make recommendations and the Safeguarding Executive will make any final decisions required.



# 7. How the Safeguarding Children Partnership is Organised

Salford Safeguarding Children Partnership is structured to provide strong collaboration, scrutiny and assurance, and to drive and enable co-ordination of safeguarding activity. Each sub-group will have revised terms of reference and an annual workplan which align with the new arrangements and clearly demonstrates golden threads to priority areas and impact on the lives of children and young people. Agendas and facilitative discussions at all meetings focus on safeguarding practice, impact and improvement. The Partnership Business Support Unit and a multi-agency Safeguarding Operational Group (which includes each of the three safeguarding partners) undertake the management and support function of the partnerships. Task and Finish Group will be established as necessary. This model allows partnership group meetings to focus on practice and outcomes, rather than administration.





## **Safeguarding Executive**

### **Safeguarding Children Executive**

The Safeguarding Executive is the key decision-making body and consists of the executive leads of the three statutory partners. The Lead Member Children's Services will be invited to provide independent challenge but not in a decision making role.

They will meet as a minimum twice a year and will agree the local safeguarding arrangements; approve the annual report; agree the independent scrutiny arrangements and delegations; set the budget; agree priorities for the annual business plan; monitor progress mid-year and provide leadership to promote a culture of learning. This group will also ensure that other local area leaders promote these arrangements.

In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise and if functions or decisions are delegated, the Safeguarding Executive members remain accountable. The representatives, or those they delegate authority to, should be able to:

- speak with authority for the safeguarding partner they represent
- take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

## **Safeguarding Children Partnership**

### **Safeguarding Children Partnership**

Replacing the Salford Safeguarding Children Board, this group will meet at least four times a year, and have a more strategic focus, leading sub-groups who will be expected to report on a workplan for their area. A thematic approach throughout the year will continue, with quarterly joint interactive learning workshops with the Adult Safeguarding Board and Community Safety Partnership. For 2019/20, the Partnership will be chaired by an Independent Adviser. Core membership will consist of:

- Independent Adviser
- A senior officer of the three statutory partners with a responsibility for safeguarding
- National Probation Service representative
- Voluntary sector representative
- Schools representative
- Lay Member
- SSCP Business Manager
- Chairs of the sub-groups (some of whom will be the same as above).

Other partners may be involved, receive papers or attend for specific items only.

### **Safeguarding Operational sub-group**

#### **Operational Management and Support:**

Representatives from the three safeguarding partners, the Partnership Business Manager, and Chair of the Safeguarding Effectiveness Group will meet six times a year to undertake the operational activity of the partnership. This includes ensuring the business of the Safeguarding Children Partnership is efficient and effective, deadlines are met, and include guiding the work of the business unit. Activities will also include oversight of a forward plan, the annual report leading the business plan, managing communications, as well as providing challenge for improvement activities and non-compliance by agencies, escalating any concerns to the Partnership.

### **Neglect, domestic abuse, complex safeguarding, sexual abuse and exploitation/missing**

#### **Focus on specific safeguarding areas**

Themed sub-groups, for example Neglect, Domestic Abuse, Complex Safeguarding, and Sexual Abuse and Exploitation provide a multi-agency focus and workplan on those themes. They have been selected as those which are priorities to Salford and where a multi-agency response is most needed. Where appropriate and feasible these sub-groups, or short term task and finish groups, will be joint with other partnerships and Boards. For example, the Domestic Abuse sub-group is led by the Community Safety Partnership.

### **Education sub-group**

#### **Education sub-group**

Early years settings, schools, college and educational settings are a central part of life for nearly every child and young person. Our **Stakeholder Directory** lists all settings in Salford, ensuring that staff receive the latest information and are able to access learning opportunities. The Education sub-group, chaired by a Head Teacher representative and supported by the local authority Designated Safeguarding in Education lead, supports this function, ensuring new Head Teachers receive induction into safeguarding in Salford; know where to access information; and provides a forum for discussing performance, new legislation and policy.

**Practice Review  
Sub- group,  
Rapid Review  
Panel, Child Death  
Overview Panel**

**Practice Review sub-group**

The Practice Review sub-group will lead on co-ordination of all reviews of practice (including case reviews and audits), in line with our outcome (see 5.1 above) and link into the Safeguarding Effectiveness sub-group.

Information into the Practice Review sub-group, for example from the Child Death Overview Panel, will ensure there is a central point where quality of practice, critical analysis and learning is combined to feed into understanding safeguarding effectiveness, and into workforce development. The sub-group will have five key functions:

- Consider cases referred to it, oversee the rapid review process through ad hoc Rapid Review panels, and ensure immediate safeguarding action is taken if required and share any immediate learning.
- Report findings to the National Child Safeguarding Practice Review Panel within 15 working days or as required if additional guidance is published during 2019/20.
- Commission and oversee local case reviews. Leadership of practice reviews should be independent of the agencies involved.
- Identify learning themes from reviews, monitor implementation of review actions and report progress to the SSCP.
- Include cases of good practice for moderation and to share learning.

**The Child Death Overview Panel** is currently joint with Wigan and Bolton, and partners are defined as local authorities and any clinical commissioning groups for the local area. It will remain linked to the new safeguarding arrangements and led by Public Health until GM arrangements are confirmed in response to the new national guidance.

**Joint Strategic  
Workforce  
Development  
sub-group,  
Practitioner Forum**

**Strategic Workforce Development and Staff Engagement**

The joint Strategic Workforce Development sub-group will provide strategic leadership to commission, design, deliver and monitor both attendance and impact of training and development. The group covers both children's and adults safeguarding partnerships but other partnerships such as the Community Safety Partnership or other arrangements are involved where feasible to ensure that professionals working in Salford have opportunities to learn and network together.

A practitioner forum (a sub-group of the Strategic Workforce Development sub-group) meets at least four times a year to listen to, and learn from practitioners.

### **Voice of the child, VOCAL sub-group, Neighbourhood forums**

#### **Involving children, young people and citizens**

There are different groups and mechanisms for engaging, listening to and sharing information with children, young people and citizens in Salford, some of which are currently being reviewed for greater effectiveness.

The Voice of the Child sub-group across Children's partnerships meet regularly. Statutory partners will also ensure that key staff are available to attend by invitation of the Youth Council, Corporate Parenting Board, Youth Commission and any other group that can provide the views of young people directly to inform the partnership.

Through the voluntary sector, the VOCAL sub-group provides views of communities as well as children and young people. We will continue to engage with the voluntary sector and communities, who will:

- Have representation on the Salford Safeguarding Children Partnership, contributing to the strategic work of the partnership and providing a critical challenge role
- Set safeguarding priorities for VCSE organisations on an annual basis to be addressed in Forum meetings and through other agreed representation and contributions to partnership task and sub groups
- Receive challenge and support from the Salford Safeguarding Children Partnership including through the provision of strategic safeguarding speakers at Forum meetings
- Promote good practice in safeguarding to the VCSE sector highlighting SSCB policy, procedures and training and Salford CVS safeguarding training and support to attain the Salford Safeguarding Standards
- Hold a public meeting at least once a year when an annual report will be presented.

Neighbourhood forums will be utilised more under the new arrangements to achieve our principles of prevention and partnership.

### **Safeguarding Effectiveness sub-group**

#### **Safeguarding Effectiveness**

Whilst every sub-group is expected to understand performance and assurance within its own remit, detailed multi-agency performance scrutiny across and within the system should take place in the Safeguarding Effectiveness sub-group. With responsibility for implementing the **Safeguarding Effectiveness Framework**, the group will bring together a range of evidence outlined in the framework, undertake Section 11 audits, and report by exception to the partnership.

Information will be received from other sub-groups and agencies in the form of assurance reports, and areas for learning passed to the Strategic Workforce Development sub-group. The Safeguarding Effectiveness sub-group will also link closely with Safeguarding Operational sub-group in relation to compliance and planning.

## 8. Resources and Infrastructure

The statutory partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the arrangements.

### 8.1 Partnership Business Support Unit

The Partnership Business Support Unit, led by a Partnership Business Manager, help to provide the infrastructure for successful operation of the Safeguarding Children Partnership. Duties will be varied, but will include the following:

- Maintain and update policy and procedures, including links with Greater Manchester.
- Maintain communications and knowledge sharing including briefings and web presence, including communicating learning and key messages to all agencies.
- Maintain partnership plans such as a forward plan, business plan and support subgroup work plans.
- Preparing agendas, administer and minute meetings of all groups that sit within the arrangements.
- Support a range of multi-agency practice reviews including co-ordination management of action plans.
- Coordinate and administer multi-agency audits.
- Collate performance information reports and draft annual reports.
- Lead a Safeguarding Training Needs Analysis of the Salford safeguarding children workforce.
- Manage multi-agency learning and development, co-ordinate training pool and delivery of multi-agency training programme and learning events.
- Maintain links and joint working with other partnerships and Boards.

The current business support arrangements will be maintained for 2019/20 but may be subject to review through the Inter Board chairs meetings to identify any improvements of efficiencies.



## 8.2 Funding

The Safeguarding Executive agreed the process to determine the budget for 2019/20, and that the overall budget for the first year will be maintained at the 2018/19 level subject to confirmation in the formal budget setting process and agreement with the GM Deputy Mayor re GM Police contribution. The budget will be shared and proportional, transparent to children and families in the area, and sufficient to cover all elements of the arrangements. The cost of new local child safeguarding practice reviews post April 2019 will be met by the statutory partners as they arise and not form part of the core budget.

In addition to funding, donation of professionals time to the training pool, supporting sub-group activity and no-cost venues for training and meetings are provided by a range of partners.

## 8.3 Shared intelligence and information sharing

Safeguarding partners will adhere to relevant legislation in using data and intelligence. [Greater Manchester Information Sharing Procedures](#) provide the overarching framework for information sharing, and local inter-board developments during 2019 will ensure there is consistency for all professionals and organisations within Salford. As the partnership business support unit is hosted within the local authority, they are designated data controllers on behalf of the partnership. A data transfer agreement for the new Partnership, which includes dealing with archiving historical information and Freedom of Information requests will be in place and documents such as the information sharing agreement updated.

Each statutory partner will need to respond individually to any information requests and consider exemption under current legislation.

The Operational sub-group will lead on information sharing, but it is a critical element across the partnership and all sub-groups who will promote good practice and take an appropriate role according to their remit. For example:

- The Practice Review sub-group will consider effectiveness of information sharing in audits and case reviews
- The Safeguarding Effectiveness sub-group will ensure intelligence is shared appropriately to understand current performance
- The Strategic Workforce Development sub-group will be responsible for delivering training and methods of improving information sharing skills of professionals.

## 9. Transitional Arrangements and Continuous Improvement

We recognise that change requires clear objectives and communication and having the right people and processes in place during transition are critical to achieving successful change. Transition from the Salford Safeguarding Children Board to the new Safeguarding Children Partnership arrangements, and further improvement thereafter, is supported by a clear additional resources; a communications strategy; briefings for professionals; and identification and management of risks. A forward plan for 2019/20 is already in place.

Activity	Date
Publish new arrangements	January 2019
Transfer SSCB data and documents to new partnership	January - March 2019
Final Safeguarding Children Board meeting	March 2019
New arrangements commence	April 2019
SafeinSalford Roadshows – Launch event(s)	April 2019
Inaugural Safeguarding Children Partnership meeting	April 2019
Review first six months of new arrangements including Independent Adviser Role	November 2019 - January 2020
Publication of initial partnership report	April 2020

During the transition period there will need to be flexibility to respond to developing national expectations, regulations and changes in inspection regimes. We intend to review arrangements in November 2019. The Safeguarding Executive will also review the effectiveness of the arrangements annually to ensure they are fit for purpose and meet statutory requirements, to be updated in our Annual Report with proposed timescales for improvement.

Our aspiration for the next phase of our new arrangements is to continue to work across Greater Manchester and with other Salford partnerships to identify where improved efficiencies and approaches can be created. For example:

- Market shaping and creating a framework agreement of independent reviewers, to reduce costs and ensure quality
- Reduce duplication of effort and the number of meetings across partnerships, and greater access to support.

We will know that we have successfully implemented the new arrangements when:

- Children, families and communities tell us they feel safer and able to contribute to the work of the partnership.
- Professionals tell us they feel supported, know where to go for information, and they have opportunities to learn and network. Policies, procedures and tools for undertaking all types of reviews of practice are revised based on evaluation project, are implemented and users report an improvement in outcomes.
- Agencies report, and we can evidence, reduced duplication across the different partnerships and boards in Salford and Greater Manchester
- The Partnership and sub-group chairs have clear workplans in place. Actions are undertaken, monitored and achieve the desired impact.
- The Safeguarding Executive tells us they are assured.
- We can evidence that the budget allocated has been managed effectively to implement priorities agreed.



# 10. References and Further Links

## Documents

**DfE (2016)** Wood report: review of the role and functions of local safeguarding children boards

**DfE (2018)** Working Together to Safeguard Children

**DfE (2018a)** Keeping Children Safe in Education

**Ofsted (2018)** Joint Targeted Area Inspection Guidance

**The Charity Commission (2018)** Safeguarding and protecting people for charities and trustees

**Royal College of Paediatrics and Child Health (2014)** Safeguarding children and young people - roles and competences for healthcare staff

## Key website links

### Annual report

[www.partnersinsalford.org/sscb/annualreport.htm](http://www.partnersinsalford.org/sscb/annualreport.htm)

### Inter-board protocol

[www.partnersinsalford.org/useful-information/](http://www.partnersinsalford.org/useful-information/)

### Joint Working Protocol with the voluntary sector

[www.salfordcvs.co.uk/salford-children%E2%80%99s-services-joint-working-protocol-voluntary-and-community-organisations-and-social](http://www.salfordcvs.co.uk/salford-children%E2%80%99s-services-joint-working-protocol-voluntary-and-community-organisations-and-social)

### Learning Events

[www.partnersinsalford.org/sscb/learningevents.htm](http://www.partnersinsalford.org/sscb/learningevents.htm)

### Partnership Arrangements

[www.partnersinsalford.org/](http://www.partnersinsalford.org/)

### Safeguarding Effectiveness Framework

[www.partnersinsalford.org/sscb/qalif.htm](http://www.partnersinsalford.org/sscb/qalif.htm)

### Threshold of need and response framework

[www.partnersinsalford.org/sscb/Thresholds.htm](http://www.partnersinsalford.org/sscb/Thresholds.htm)

### Greater Manchester 'Resolving Professional Disagreements/ Escalation Policy'

[http://greatermanchesterscb.proceduresonline.com/chapters/p\\_resolv\\_prof\\_dis.html](http://greatermanchesterscb.proceduresonline.com/chapters/p_resolv_prof_dis.html)

### GM whistleblowing guidance

[http://greatermanchesterscb.proceduresonline.com/chapters/p\\_whistleblowing.html](http://greatermanchesterscb.proceduresonline.com/chapters/p_whistleblowing.html)

### Greater Manchester Safeguarding Children Procedures

<http://greatermanchesterscb.proceduresonline.com/chapters/contents.html>

During the transition to the new arrangements, the Safeguarding Children Partnership will be hosted by the current Safeguarding Children Board

**For more information please contact:**

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 **@salfordscp**

**#safeinsalford**

**#makingadifference**