

Salford Safeguarding Children Board

Annual Report 2018-2019



Salford
Safeguarding
Children Board

Salford City Partnership

Address: Salford Safeguarding Children Board, Sutherland House, 303 Chorley Road, Swinton, M27 6AY
Tel: 0161 603 4322 **Email:** SSCP@salford.gov.uk **Web:** <https://safeguardingchildren.salford.gov.uk/>

Contents

Foreword and Key Data

Section 1: Progress on Business Plan Priority and Key Assurance Areas 2018-2019

Priority Area 1: [Neglect](#)

Priority Area 2: [Sexual Abuse and Exploitation](#)

Priority Area 3: [Missing from Home, Care and Education](#)

Priority Area 4: [Complex Safeguarding](#)

Assurance Area 1: [Early Help](#)

Assurance Area 2: [Children Affected by Domestic Abuse](#)

Assurance Area 3: [Emotional Health and Wellbeing](#)

Other Sub-group Activity:

- [Case Review and Audit Sub-group](#)
- [Performance and Quality Assurance Sub-group](#)
- [Child Death Overview Panel](#)
- [Strategic Training Sub-group](#)

Section 2: Transition to New Arrangements

[Transition to New Safeguarding Arrangements](#)

Section 3: Glossary and Appendices

- [Glossary](#)
- [Appendix 1: Membership](#)
- [Appendix 2: Board Structure 2018-2019](#)
- [Appendix 3: Budget 2018-2019](#)



Foreword

This is the final annual report of the SSCB as in 2019 the Board will be replaced with a new Safeguarding Children Partnership. I am honoured to have served as Independent Chair of the SSCB since 2014.



In my first annual report in 2014, I said a critical factor in safeguarding children is the skill, effectiveness and professionalism of people who work every day with vulnerable children and their families. Their jobs are exceptionally hard; something generally not recognised in the media. That remains true today.

On behalf on the Board I want to thank all those people for their dedication and effort to support children and young people in Salford.

Ofsted in 2015 and the Joint Targeted Area Inspection published in 2016 confirmed the partnership demonstrates a commitment to shared learning and improvement that is characterised by robust but professional challenge.

I am pleased to say that in the period covered by this report Ofsted again judged the experiences and progress of children who need help and protection and the impact of leaders on social work practice with children and families as good.

The Partnership commitment in Salford remains strong and I am confident that this will be sustained as the safeguarding board ends and the new Safeguarding Partnership is established.

2018/19 has been a period of significant change as we developed and implemented a new partnership structure with many changes. I am pleased to have been appointed by Salford City Council, Greater Manchester Police and the Salford Clinical Commissioning Group to continue as the Independent Advisor to the new Safeguarding Partnership for 2019/20 to assist in embedding the new safeguarding arrangements required by Government. Plans to integrate CCG and LA Budgets offer an opportunity in the future for further transformation.

The new partnership vision is that:

‘All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential’.

The continuing challenge for 2019/20 will be to embed the new safeguarding arrangements without losing sight of what matters – the safeguarding of children in Salford.

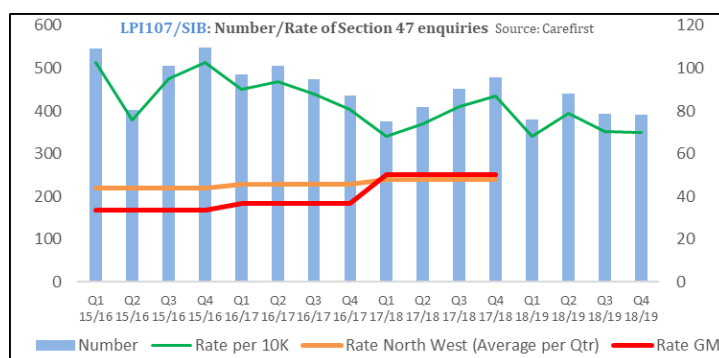
Simon Westwood,
Independent Chair, SSCB



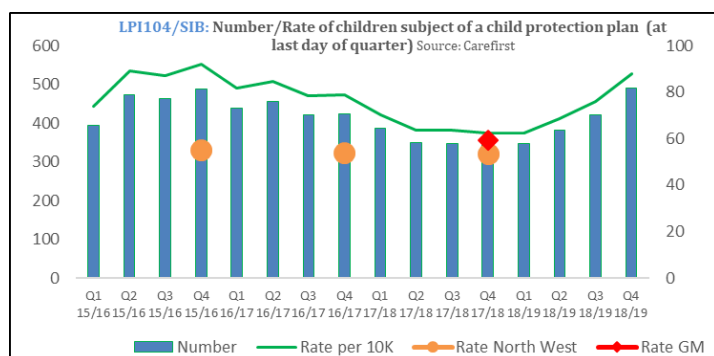
Key Child Protection Data

Overall the number of Child Protection Enquiries (S47s) in 2018/19 has decreased by 6.4% compared to 2017/18 which is positive as historically Salford had higher numbers/rates of S47s than comparators. However, when we look at the 'conversion' rate of an Initial Child Protection Plan (ICPC) leading to a Child Protection Plan we are broadly in line with the comparator groups. This would suggest that a proportion of the child protection enquiries that did not progress to ICPC perhaps should not have taken place.

As a result, we undertook some auditing work to look at S47s which did not lead to an ICPC around whether the thresholds were correct. It was established the threshold application for ICPC is appropriate. The number of initial child protection conferences continues to rise, but the proportion completed within the statutory timeframe of 15 working days of a S47 has been maintained at a high level which is good.

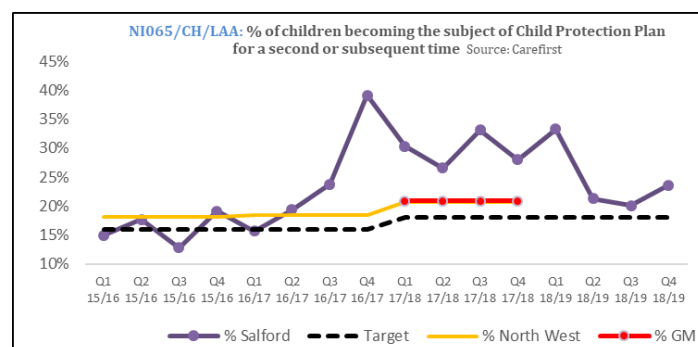


There has been an increase in CP plans. The journey to child protection is being considered through a deep dive look at the March 2019 initial conferences, considering the impact of previous CIN planning and the use of Family Group Conferences. A report summarising the finding will be shared with the new Partnership via the Safeguarding Effectiveness Group in September 2019.



In January 2019, the Safeguarding and Quality Assurance Unit (SQUA) introduced a pre-reflective discussion for professionals attending initial conferences as a pilot. This was in order to learn from and discuss cases where children have returned to an Initial Child Protection Conference (ICPC) within 12 months of the previous Child Protection Plan (CPP) ending.

Furthermore, this will be used for children who are being discussed for a third or subsequent time at an initial conference, irrespective of the time lapse, whether they are made subject to CPP or not. It is hoped that in the longer term this will further reduce child protection re-plans and inform any gaps in service provision across the city.





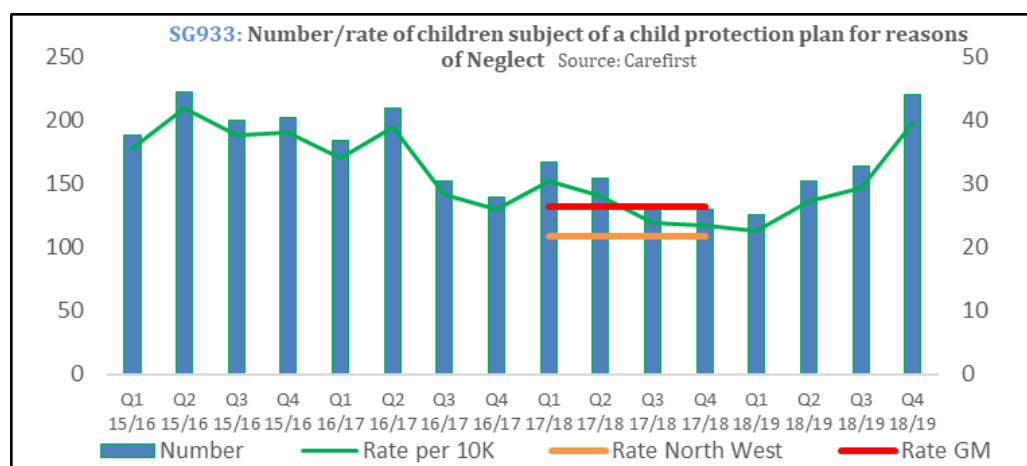
Section 1: Progress on Business Plan Priority and Assurance Areas 2018-2019



Priority Area 1: Neglect

Background

The Neglect Task and Finish Group reports to the Coordination and Delivery Group and provides assurance reports on effectiveness of neglect activity via themed Boards. In 2018-19: Children subject to protection plans under the category of neglect remained high.



Key Achievements 2018-19

- The Early help neglect pathway was completed and signed off in March 2019.
- The local response to child neglect was reviewed, this included the effectiveness of MARAM tools and legal advice.
- We continued to identify and support agency neglect champions.
- A neglect audit was completed, findings disseminated to partners and recommendations incorporated into a consolidated action plan which will be monitored by the Early Help Steering Group.
- We reviewed training to ensure Safe Sleep messages are sufficiently embedded.
- We ran a local campaign to raise awareness of the signs, symptoms and impact and prevent child neglect.
- We have continued to encourage multi-agency attendance neglect and MARAM training.
- We supported attendance at Research in Practice training re poverty, inequality, neglect: building strategic thinking in September 2018.
- We considered neglect of older children and a recognised the value of trauma-based approaches to tackle it.

Key Challenges

- To better understand and evidence the impact on practice.
- Review and refresh the neglect strategy
- Undertake comprehensive needs assessment to better understand prevalence of neglect.
- Consultation with partners, families and young people on the impact of neglect.
- Arrange neglect summit to share developments and engage stakeholders in development of strategy.
- Review graded care profile tool and ensure is fit for purpose for use in informing assessments at all levels of the threshold of need.
- Update neglect and GCP training to ensure they are complementary.

Additional Information:

<https://safeguardingchildren.salford.gov.uk/professionals/neglect/>

https://www.salford.gov.uk/media/389689/graded_care_profile_guidance.pdf



Priority Area 2: Sexual Abuse and Exploitation

Background

Child sexual exploitation (CSE) and abuse remains a key priority area for the SSCB. We know there are strong links between CSE and children who go missing from home, care or education. Missing is a standing item at the CSE and Abuse (CSE/A) Subgroup. Please see [Priority Area 3](#) for more information. In 2018/9 the number of young people with main referral category of 'CSE' that have had a contact to the Bridge was 301.

Key Achievements 2018-19

- A new complex safeguarding hub, established in collaboration with the police and a third sector provider, completes focused joint visits and direct work with children and families. Contextual information is used appropriately in this hub to understand risk to children and to identify their support needs.
- Ofsted reported that they found children with specific vulnerabilities, such as children missing from home and those at risk of exploitation, receive a strong and effective service.
- A designated worker triages all missing from home episodes. This ensures that detailed information-sharing takes place with partners at a weekly missing from home panel.
- Return home interviews are thorough and timely and inform children's plans.
- Children at risk of exploitation and organised gangs benefit from focused and creative support.

Key Challenges

- Accuracy of data and intelligence gaps continue as an issue. Moving forward intelligence development and increasing intelligence flow will be a key driver to the work of the sub group.
- Social media plays a key role in a large proportion of offences and increases can be seen in 'sexting' and 'peer on peer' offences.
- The cost and speed of the examination of electronic equipment of victims and perpetrators will continue to be an issue.

Additional Information:

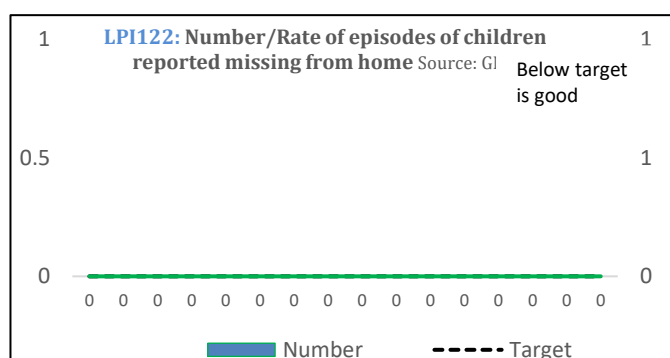
- <https://safeguardingchildren.salford.gov.uk/professionals/child-sexual-exploitation-and-missing-from-home/>
- www.itsnotokay.co.uk/



Priority Area 3: Missing from Home, Care and Education

Background

The Missing from Home (MFH) Team provide independent, face to face support for children and young people up to the age of 18yrs who have been reported missing either from home, care or education. Children Missing from Education (CME) is overseen by a coordinator to ensure all referred cases are actively being tracked, monitored and recoded appropriately. CME is a standing item at monthly operational MFH meetings. We know there are strong links between CSE and children who go missing. MFH is a standing item at the Sexual Abuse and Exploitation Sub-group. The number of episodes of children reported missing from home has remained below target during the year but is still high and needs continuing vigilance and intervention to reduce risk. The evaluation of the data shows that 52% of those missing are known to specialist services when they are reported missing from home. Of those reported missing by far the largest group are those living within parental homes. 184 young people went MFH for the first time during this period accounting for 41% of the total MFH number



Achievements 2018-19

- The MFH service continues to provide strong return interview figures (91.3%) with 71.3% of these being completed within 72 hours.
- There is clear identification and strong oversight of children who are missing education or whose parents have elected to home educate their children. We have developed a school's policy and flow chart which will be adopted across GM.
- There have been significant improvements with Salford schools and a 60% reduction of missing from school reporting since a successful missing from school pilot was introduced and then continued as good practice from March 2019.
- Robust multiagency procedures are in place to support professionals to recognise vulnerability, and there are strong links with the Missing from Home Team.
- The recommendations from the MFH Audit April 2018 were implemented.
- We have ensured attendance at the regional CME meetings to share and develop best practice.

Key Challenges

- A significant challenge is the reduction of Police availability to undertake joint disruptions alongside the MFH service during the evening.
- Difficult to evidence impact on outcomes for children.
- When children are placed in Salford from outside local authorities there is often a lack of information sharing e.g. notifications received and independent agencies/charities completing return interviews.
- Parents may choose home education to avoid prosecution.

Additional Information ?

<https://www.salford.gov.uk/schools-and-learning/info-for-parents-students-and-teachers/school-attendance-behaviour-and-welfare/children-missing-education/>



Priority Area 4: Complex Safeguarding

Background

The **Complex Safeguarding Group** coordinates local assurance regarding prevent, modern slavery, serious and organised crime, female genital mutilation (FGM) and emerging safeguarding issues.

- **Organised Crime Coordination Unit (OCCU)** sits within **Programme Challenger** and leads on tackling all forms of organised crime in GM the approach is to Prepare, Prevent, Pursue and Protect. Serious and organised crime is coordinated in Salford by **Project Gulf** which is a thematic subgroup under CSP. Links with Programme Challenger and the GM lead for Complex Safeguarding continue to improve and inform local responses.
- The **FGM Task and Finish Group** is accountable to the TDAB and reports to the SSCB via the Complex Safeguarding Task and Finish Group.

Key Achievements 2018-19

- Ofsted reported that “Assessments of need are of good quality and new multi-agency initiatives help support the most vulnerable children and families, including those at risk of exploitation.”
- Contextual information in relation to gang culture, domestic abuse, substance misuse and mental health problems is well understood and is captured assessment.
- the STEER youth mentoring project has better enabled us to understand the links between young people and gang culture with the positive outcomes resulting in the extension of the program into 2019/20.
- Joint planning workshop held with SAB and CSP. It was agreed that the Complex Safeguarding Group will in future report consistently to three partnership boards; SSPB, SSAB and CSP.
- The Complex Safeguarding sub group has made a difference and has received input from maternity services, housing, neighbourhood team, regulatory services, health and social care as well as education. The membership of this group will be extended to include SSAB representatives.
- There has been investment from DfE for additional funding to share the learning and best practice in this area for example; Strengthening Families, Pause, No Wrong Door.
- We have ensured that Salford is represented on the GM Complex Safeguarding Steering Group.
- We continued to support national and GM campaigns to raise awareness of complex safeguarding issues.
- We implemented the local multi-agency screening tool and considered the National FGM Assessment Tool.
- We supported the Home Office FGM campaign in October 2018.
- From September 2018 additional people have been trained at workshops to raise awareness of prevent (WRAP) and also we have provided further Small Steps training to promote understanding of how to effectively safeguard people from radicalisation.

Key Challenges

- Complex safeguarding is an emerging landscape and difficult to identify.
- Contributing to and integrating regional developments whilst driving local activity Intelligence picture is underdeveloped – we need more input from communities and frontline professionals.
- The increasing use of knives by young people.
- Organised crime groups increasing use of young people to facilitate county drug lines.
- Engagement with public and communities.
- Data for radicalisation and extremism is limited and no mechanism to monitor activity on a regional basis.
- Right wing extremism is prevalent in some parts of GM.
- The rise in Hate Crime across Salford and GM.
- The cohesion of emerging communities within Salford.

Additional Information

- <https://safeguardingchildren.salford.gov.uk/professionals/complex-safeguarding/>

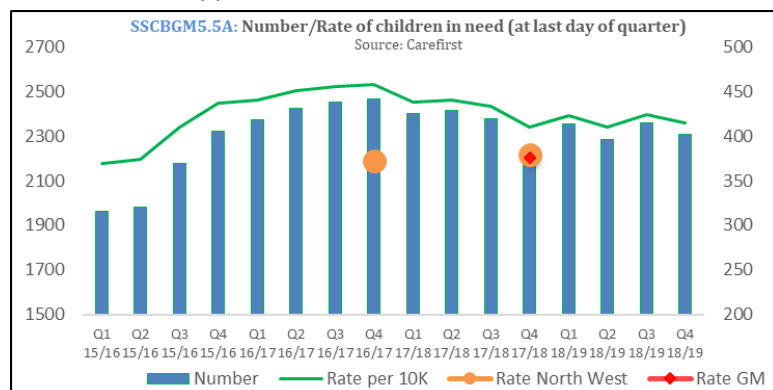


Key Assurance Priority Area 1: Early Help

- www.programmechallenger.co.uk

Background

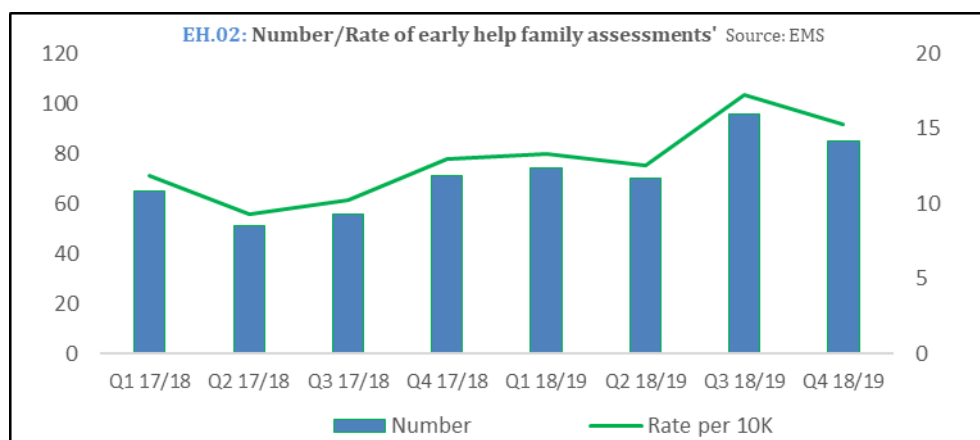
Nothing is more important than children's welfare, and children who need help and protection deserve high quality and effective support as soon as a need is identified.



The Children and Young People Trust Board (CYPTB) previously led on the implementation of the Early Help Strategy and the SSCB undertook a scrutiny and challenge role. In 201-19 Early Help was led and governed by the 0-25 Integrated Advisory Board which reported to the SSCB.

<https://www.partnersinsalford.org/media/1309/early-help-strategy-for-children-young-people-and-families-2018-21.pdf> .

In April 2018 there was a transition from the family assessment over to the new Early Help Assessment, which was when it was officially launched city wide. 2018-19 has seen 325 early help family assessments where there has been an increase of 78 (24%) compared to 2017-18. This is a really positive step as it shows an encouraging move in the right direction.



Services are getting used to the new shortened version of the assessment and more families are receiving a strength based assessment at an early intervention level. 971 of new families received a service through the 'Team around the Family (TAF)' in 2018-19; a significant increase of 48.7% compared to 2017-18. The "Team around the Family" planning can take place as a review of the family's needs following an early help assessment or following a step down from a social worker closing a case and transferring it to a TAF.

Key Achievements 2018-19

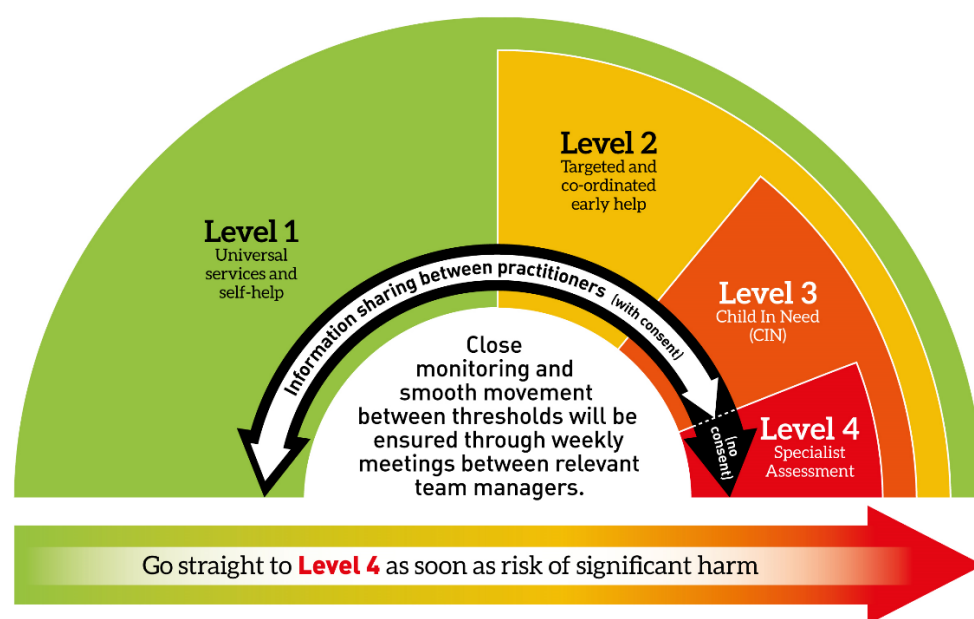
- Following staff feedback the Early Help Assessment was reviewed and relaunched and went city wide on 1st November 2018. The main changes are:
 - The main emphasis is having a conversation with the family in an engaging way and really focusing on the quality of that engagement.
 - The assessment has been reduced from 16 areas to 7 areas. It is still a strength based asset assessment.
 - It is to be promoted as an early help assessment that can be issued across services with an adult or a family.
 - It centres more on the family telling their story and deciding their desired outcomes.

- The desired outcomes in the 7 areas will feed into the analysis section and action plan.
- The Early Help Audits were completed, findings disseminated to partners and recommendations incorporated into a consolidated action plan which will be monitored by the Early Help Steering Group.
- Through the Bridge Peer review we have continued to develop the Bridge and the Early Help offer to drive performance. Ofsted in their inspection found that *“There is a strong partnership commitment at the ‘front door’, where escalating concerns about children are responded to promptly.”*
- The integrated locality early help family hubs were established across the City. The Ofsted inspection also commented that *“The jointly funded early help offer is comprehensive and is delivered well from four integrated locality-based hubs”*.
- We began rolling out the use of the Signs of Safety tool across the thresholds of need.
- We reviewed the threshold of need framework following the implementation of Working Together 2018 and the Early Help Strategy.

https://safeguardingchildren.salford.gov.uk/media/1147/thresholds_of_need_2019_v9.pdf

- Ofsted found that the Bridge, the local authority’s front door team, provides an effective, accessible single point of contact to children’s social care and a wide range of other agencies, resources and support.
- There is strong partnership engagement, evidenced by the partners who are co-located within the Bridge, including police, housing, health and CAMHS.

Salford Thresholds of Need and Response



If you are worried about a child contact The Bridge Partnership on
0161 603 4500 or email worriedaboutachild@salford.gov.uk

Ofsted found that “Thresholds in response to referrals are consistently applied, supported by good management oversight and decision-making”.

Key Challenges

Increasing population and the changing demographics in Salford.

Measuring impact on sustained outcomes for families requires long-term analysis.

Additional Information:

- www.partnersinsalford.org/earlyhelp

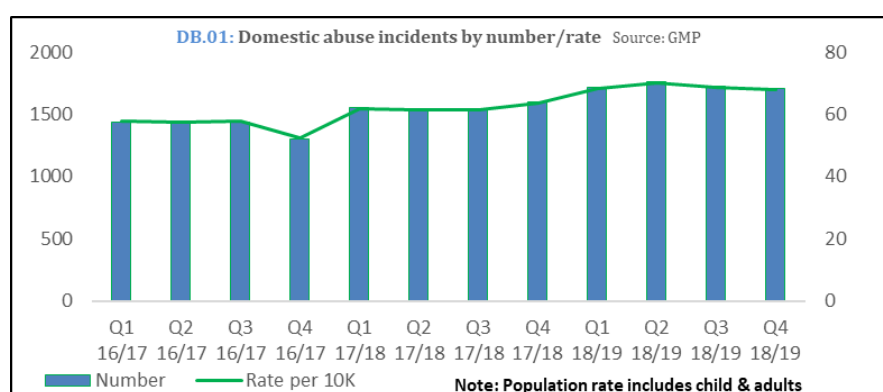


Key Assurance Area 2: Children Affected by Domestic Abuse

Background

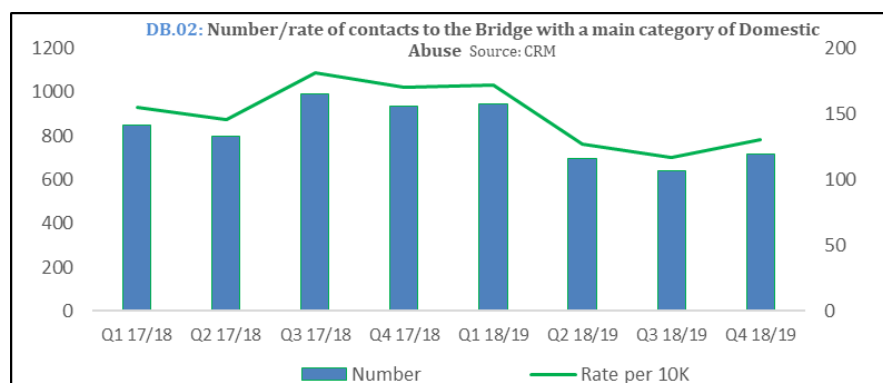
Work to address domestic abuse in Salford is led and governed by the Community Safety Partnership (CSP) and driven forward by the Tackling Domestic Abuse Board (TDAB). There is also a joint Children's Domestic Abuse (CDA) task and finish group which reports to the TDAB and the SSCB Coordination and Delivery Group.

The SSCB actively monitors, promotes, coordinates and evaluates the work of the statutory partners that help and protect children at risk of domestic abuse, including working effectively with other multi-agency groups that have responsibility for responding to domestic abuse. There remains a high prevalence of domestic abuse within Salford.



The number of incidents in 2018-19 increased by 10% from 6,038 in 17-18 to 6,922 which is the highest increase in Greater Manchester. The police are now reviewing all verbal only domestic abuse incidents and increasing awareness around reports of malicious communications, stalking and harassment.

2018-19 has seen a reduction of referrals to the bridge for Domestic Abuse. There were 2,999 referrals, a reduction of 19.2% (-577) compared to 2017-18.



Key Achievements 2018-19

- Completing and review evaluation of the YPDAM and then mainstreaming that work into the Bridge.
- Supported the TDAB to update the delivery plan.
- Developed SSCP training seminar on asset-based safety planning.

Key Challenges

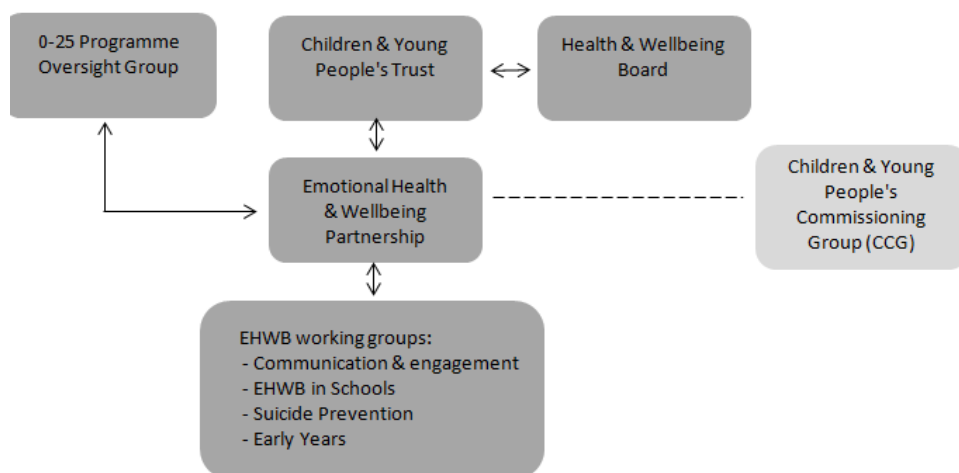
- High demand area
- Sustaining funding to address identified needs within Salford.
- Tracking implementation of local and out of area Domestic Homicide Reviews (DHRs).
- Contributing to and integrating developments arising from GM DV Partnership Board.



Key Assurance Area 3: Emotional Health and Wellbeing

Background

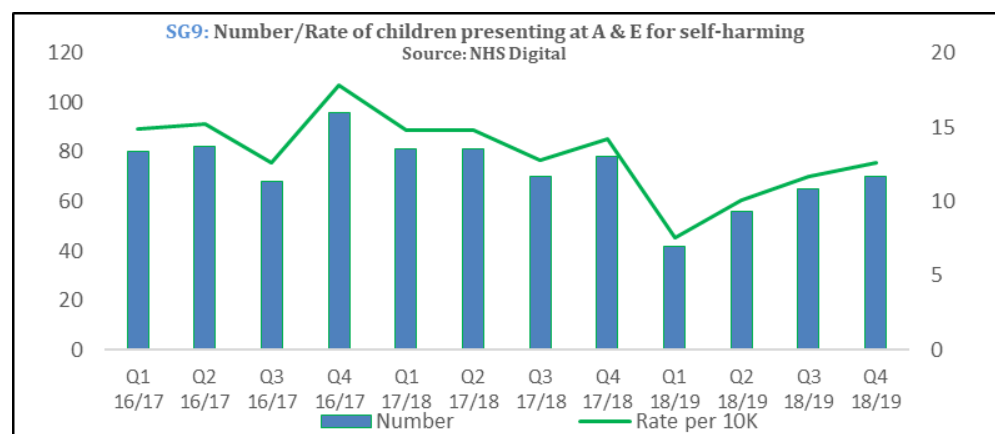
The 'Thrive' Partnership (formerly known as [Emotional Health and Wellbeing \(EHWB\) Partnership](#)) has continued to act as the 'expert reference group' for the 0-25 EHWB Programme and CAMHS Transformation Plan, supported by working groups covering Thrive in Education, Parent Peer Support and LGBTQ+.



The CAMHS Transformation Plan continues to provide the overarching Delivery Plan for Salford's EHWB/CAMHS work and priorities. A joint Thrive Project Group is responsible for strategic planning and overseeing progress of the Delivery Plan and CAMHS Transformation Funding.

Reporting arrangements will change from 2019-20 as part of Council and CCG integrated commissioning plans, but in 2018-19 were through the CCG Children

and Young People's Commissioning Group and Commissioning Committee as well as the 0-25 Programme Oversight Group (POG), joint 0-25 Integration Board which reports to the Health and Wellbeing Board, Children's Trust and SSCB.



2018-19 has seen 233 A & E attendances; a reduction of 77 (33%) compared to 17-18. 0.08% of all u18's attendances were for self-harm; a reduction 0.03% compared to the previous year.

Out of the 233 attendances - 107 (45.9%) resulted in an admission to hospital which is 2.8% lower than in 2017-18.

The most common three conditions for those admitted is Poisoning 71.8%, Psychiatric conditions 10.68% and Laceration 7.77%.

Key Achievements 2018-19

- Ofsted found that the focus on children's emotional health needs in Salford is a notable area of strength.
- Establishment of pooled budget arrangement across the CCG and Council and revised governance for commissioning decisions in the form of a Childrens Commissioning Committee.
- Rollout of an All Age Liaison service pilot, supporting assessments for children and young people under 16 presenting in A&E due to mental health.
- Implementation of the GM Crisis Care Pathway, improving the urgent and emergency response for children and young people in Salford and across GM.
-

- Roll out of phase 3 of the Schools CAMHS Link service in Salford, and introduction of the Children and Young People's Wellbeing Practitioners to work with vulnerable pupils to prepare for transition to secondary schools.
- Salford exceeded national targets for access to mental health services and eating disorder services and was held as good practice in a GM peer review of CYP eating disorder services.
- Piloted a 'single point of contact' for CAMHS, aligned to The Bridge and to provide consultation and liaison advice and support for referring professionals (especially social workers and GPs).
- Delivered a comprehensive training and workforce development programme around children's' emotional health and wellbeing, including Mental Health First Aid, Suicide Awareness and LGBT Awareness training and bespoke training for Early Help staff.
- Responded to feedback from professionals and revised and relaunched the EHWP directory shaped around the Thrive model, and searchable by condition.
- Extended the Emotionally Friendly Schools programme to provide additional capacity to reach more schools, and to offer accreditation to participating schools via bronze/silver/gold award.
- Provided small match funding grants to support schools to commission counselling provision through the Approved Provider register.
- Secured additional investment into CAMHS support for children with learning disabilities and / or neuro developmental needs to improve waiting times through increased service capacity.
- Invested more into 42nd Street to address rising demand and increased waiting times in the services. 42nd Street also secured CCG Innovation funding to develop a model and to test an 'on line' service offer for young people that may not engage in face to face services
- Piloted the first full year of an 'integrated community response' service, co-located within a PRU and with the Early Help team to provide a rapid response to young people presenting in distress and at risk of needs escalating into crisis. This included mental health liaison with professionals in the service, brief interventions for young people, access to a MIND in Salford Welfare Rights officer to support families experience financial distress.
- Continued delivery of Salford Thrive Network events and the EFS conference to engage the whole workforce in the Thrive and emotional health agenda.
- Further deliver of the Odd Arts drama workshops, offered to all year 9s in Salford focused on mental health related issues important to young people including self-harm, body image and suicide
- Started delivery of the Home Start Baby Bond project (across Salford and Trafford) to provide targeted support to parents with new babies/under 2s through trained volunteers, supported by Qualified Home start PIMHS co-ordinators.

Key Challenges

- Continued /increased demand on children's' mental health services and pressures to reduce waiting times.
- Integration of commissioning and delivery arrangements with an increased focus on prevention and early help.
- Improved transition arrangements for young people to adult mental health services.
- Sustaining the necessary level of funding in children's' mental health to continue to deliver transformation and improvement.

Additional Information:

- www.partnersinsalford.org/youngemotionalhealth
- www.salfordccg.nhs.uk/camhs



Other Sub-group Activity

Case Review and Audit Sub-group

The Case Review and Audit, Performance and Quality Assurance and Strategic Training Sub-groups are responsible for the implementation of the local quality assurance and learning and improvement framework. The workload of this group is high.

Key Achievements 2018-19

- Child Protection QA and Outcomes Framework was revised as a result of learning from case reviews. Looking at the length of plans and re-plans and an escalation process developed if the conference does not have agency reports available at the conference.
- Consistent and appropriate engagement with families and service users.
- Ensuring that the learning and strengths that are identified from case reviews are effectively embedded into frontline practice and strategic priorities.
- Developing a model for reviewing how we know if we are making a difference.
- Led the development and implementation of the new safeguarding practice review arrangements and Early Adopter Programme.

Key Challenges

- Managing demand and timescales for reviews.
- Ensuring the learning is meaningful for front-line staff in order to improve outcomes.
- The continued gap in recruiting a suitable performance and quality assurance officer to undertake thematic audits meant that there was a greater reliance on the good will of key statutory agencies.
- Parallel GMP investigations can impact on review timescales.

Key learning from Reviews 2018/9

Learning is shared via a range of methods e.g. seminars, 7 minute briefings, reflective discussions and E bulletins.



Examples of key messages

- LAC placed at home are highly vulnerable. Practitioners need to understand their vulnerability and that effective multi-agency working is vital if they are to be safeguarded and their needs fully met.
- The possibility of disguised compliance should always be considered even when parents present as fully engaged with agencies.
- In cases of parental involvement in serious crime, the risks posed to children cannot be effectively assessed and managed without all available information including detail of the suspected crimes being understood.

Additional Information:

- <https://safeguardingchildren.salford.gov.uk/professionals/practice-reviews/>

Learning & Improvement, Performance & Quality Assurance Subgroup

The SSCB has a duty to 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, through a variety of mechanisms including peer review, self-evaluation, performance indicators and joint audit. The Sub-group is joint with the CYPTB with reporting arrangements to each Board.

Key Achievements 2018-19

- The group supported the implementation of the new safeguarding arrangements and Early Adopter Programme.
- Planned the multi-agency quality audit programme for the partnership.
- Reviewed and refreshed the Quality Assurance and Learning and Improvement framework.
- Reviewed the Sub-group TOR and membership.
- Successful NHS Salford CCG Innovation funding bid to appoint a project lead for 12 months to bring safeguarding effectiveness to life. The aim is to scope out current methods, bring them together to look at strength in practice, areas that need to be strengthened and link with GM strategies.
- Continue to support the themed priority areas of the partnership with priority leads to formally agree routine data collection and review gaps.

Key Challenges

- Evidencing impact on outcomes for children and their families.
- Engaging with relevant the GM work streams and the implementation of the GM Safeguarding Standards Board.
- Intermittent gaps in data and analysis which inhibits the ability to more effectively scrutinise multi-agency frontline practice.
- Developing robust definitions for performance indicators.

Additional Information:

<https://safeguardingchildren.salford.gov.uk/professionals/performance-management/>

Child Death Overview Panel (CDOP)

(the data for this section is for 2017/18 and was the most recent available at the time of writing)

The CDOP is a statutory sub-group of the SSCB. Salford CDOP operates as a tri-partite arrangement with Bolton and Wigan authorities to review all child deaths where the child is normally resident in these areas. Findings are used to prevent future child deaths. The CDOP reviews are retrospective and are not undertaken until other processes are completed and all information is available.

LA	Notified Cases				Total
	2014-15	2015-16	2016-17	2017-18	
Salford	27	22	19	25	93

- In 2017-18 BSW CDOP received 73 notifications, of these 25 notifications (34%) were children normally resident in Salford. This is an increase from 19 in 2016-17.
- The panel closed 83 cases in 2017-18 of which 27 (33%) were children normally resident in Salford.
 - 14 (52%) children were under 28 days old with a further 4 under 1 year old in Salford.
 - 18 children (67%) were under 1 year old in Salford. This is in keeping with national figures. Common features in such cases are prematurity or extreme prematurity or the child being born with life limiting conditions.
 - 8 (30%) in Salford were identified as having modifiable factors. In the main these were around maternal smoking or high (30+) BMI.
- In 2017-18 there were 5 identified cases of Sudden Unexplained Death in Infancy (SUDI) but only 1 had any modifiable factors which were around sleeping conditions.

Key Achievements 2018-19

- BSW CDOP continued to provide assurance on the GM action plan. Particularly the work to tackle the issue of deaths under the age of 1 who are the most vulnerable in GM.
- Identified that more needs to be done to try to ensure that the safe sleep messages need to get through to the more deprived areas.
- The safe sleep information is still available on the SSCB website. Agencies were reminded where the safe sleep resources are and of the expectation that they should be used. An article was added to the newsletter/E Minutes - bulletin.
- The Board received assurance that safe sleep advice is given at key points, however despite this some families still choose to co-sleep.

Key Challenges

- To draw local conclusions from a relatively small number of cases each year.
- In complex cases, or deaths where an inquest needs to be held, the length of time taken from notification of the death to closure of the case can be extended.
- Implementing national changes to the revised Child Death Review process.
- The National Database is now operational, some issues exist around data entry and the system is expected to be fully operational by April 2020.

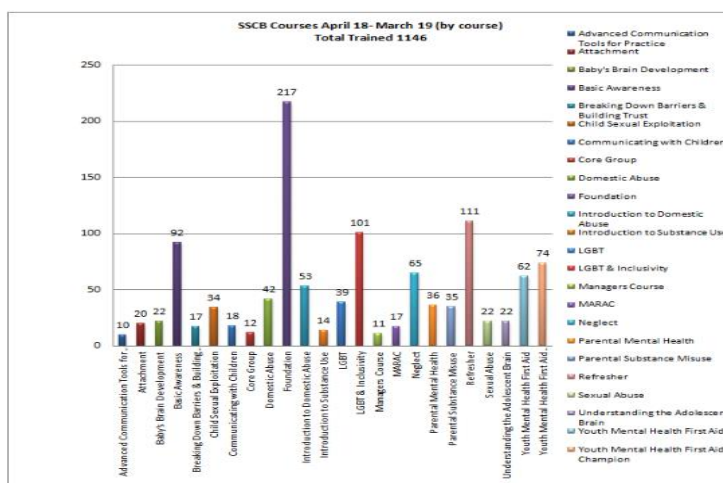
Additional Information:

<https://safeguardingchildren.salford.gov.uk/about-the-partnership/child-death-overview-panel/>

Strategic Training Sub-group

Key Achievements 2018-2019

- Reviewed subgroup TOR and joint membership with SSAB. SSAB has appointed a training coordinator.
- Reputable comprehensive programme linked to SSCP priorities, core knowledge requirements, and emerging issues and lessons.
- Well established training team and training pool with strong team ethic and relationships with a range of partners: utilising each other's strength, role and influence. This has saved expenditure of over £50k by not using external trainers
- Secured a fantastic training venue to support training pool members in turn reducing costs and adding social value through the use of a youth/community centre and facilities. This has saved venue costs of around 17K
- Developed additional training with key partners and experts to identify and respond to further training needs i.e. gangs and organised crime, beds in sheds, suicide awareness, welfare, poverty and homelessness, sexual abuse and more
- Supported the implementation of the new safeguarding arrangements and Early Adopter Programme.
- We have continued to offer a range of effective methods of learning for professionals i.e. spotlight briefings, lunch bowl sessions, accredited courses, webinars etc.
- Over 2000 delegates accessed an SSCB course, seminar or learning event with over 90 face-to-face learning opportunities. This is a 7 % increase compared to last year.
- Large Increase in attendance from Voluntary and Private sector
- Continued to strengthen working relationships with other local Partnership Boards. Continued to work with single agency training champions to support partners to deliver single agency safeguarding training.



Examples of impact comments from practitioners

“More confident when presented with issues in relation to the subject. Able to use appropriate resources to broaden discussion with clients. Greater understanding of thresholds and referral protocols.”

“Gave me a great insight into parental mental health which will assist in my practice and enable me to identify mental health issues.”

“The two day (domestic abuse) course is going to help me in my day to day role and I will be able to use the tools.”

Key Challenges

- Reduced agency attendance, with some agencies not accessing the programme at all. 4 courses cancelled due to low nominations despite being priority areas e.g. Neglect, GCP and GFM.
- Verification of single agency training.
- Budget pressures and resources e.g. venues and maintaining the training pool.
- Mapping of training provision across local and GM Boards/Partnerships.
- Evaluating the long term impact of training on practice and outcomes effectively.

Additional Information:

- <https://safeguardingchildren.salford.gov.uk/professionals/multi-agency-training/>
 - <https://safeguardingchildren.salford.gov.uk/professionals/multi-agency-training/courses/>
 - <https://safeguardingchildren.salford.gov.uk/professionals/multi-agency-training/seminars/>
-



Section 2: Transition to New Safeguarding Arrangements 2019/20

Salford have been planning and preparing during this year for the new statutory arrangements as set out in new statutory guidance. In August 2018 we were selected by the DfE as an Early Adopter and through 18/19 we implemented the plan below which led to the establishment and operation of The Salford Safeguarding Children Partnership (SSCP) which replaced the Salford Safeguarding Children Board (SSCB) from 1 April 2019. The new arrangements were published on 31 January and became effective on 1 April 2019.

https://safeguardingchildren.salford.gov.uk/media/1141/salford_safeguarding_children_partnership.pdf

Implementation Activity undertaken for new arrangements

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. All three partners have equal and joint responsibility for local safeguarding arrangements and are committed to the principles that support these arrangements. The draft strategic priorities set out in this report were agreed by the partnership however these will be reviewed and may be amended as the new partnership develops.

Jul-Aug 2018	<ul style="list-style-type: none"> •Safeguarding Children Executive formed to lead transition • Joint Board development session •First rapid review undertaken, evaluation begins
Sep-Oct 2018	<ul style="list-style-type: none"> •Safeguarding Children Executive agree outline structure •Work begins on bulk of work - case review, QA and learning workstreams
Nov-Dec 2018	<ul style="list-style-type: none"> •Confirm Joint working opportunities •Firm up governance of new arrangements •14 Dec: Joint Case Review and Audit learning event
Jan - Feb 2019	<ul style="list-style-type: none"> •Publish new safeguarding arrangements •Rapid review evaluation recommendations •Hold learning events / workshops
Mar- Apr 2019	<ul style="list-style-type: none"> • Final SSCB meeting and development event •Go live with new partnership arrangements • Implement new learning and improvement framework
May-Jun 2019	<ul style="list-style-type: none"> •First Meeting of the Salford Safeguarding Children Partnership new arrangements •Hold learning events

Vision, Values, Principles and Objectives for 2019 onwards

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

Objectives

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

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.

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.

STRATEGIC PRIORITIES 2019/20

Priority 1: Neglect	Why is this a priority for us? We have not made sufficient progress in 2018/19 on this priority as a partnership, and Ofsted inspection of the local authority children's services in September 2018 told us that an area to improve is "the timeliness of response to children who are living in neglectful circumstances". A themed report in March 2019 has provided a further baseline for us.
Priority 2: Complex Safeguarding: <ul style="list-style-type: none"> • Gun and Knife Crime • Child Sexual Abuse and Exploitation • Contextual Safeguarding 	Why is this a priority for us? We know there are strong links between CSE and children who go missing, and other forms of exploitation and abuse, which are well documented. We have merged priorities and sub groups to help us maintain a strategic overview of these issues together. We know that this is a worry for our children and young people: Over 6,000 young people in Salford told us that gun and knife crime was one of their top three worries.
Priority 3: Communication and Engagement	Why is this a priority for us? Three of our new six principles include 'empowerment', 'prevention' and 'partnership'. We want to ensure that we are communicating well with professionals and communities to help raise awareness, provide advice and increase knowledge and confidence. Communication was a key area raised by the National Children's Bureau survey.
Assurance Area 1: Early Help	The 0-25 advisory Board leads on early help, but there are elements relating to safeguarding and well-being which means that the SSCP need to be assured that early help is effective, and specifically those elements within the Working Together Guidance. This assurance can come directly from the 0-25 advisory Board to avoid duplication.
Assurance Area 2: Children Affected by Domestic Abuse	Work to address domestic abuse in Salford is led by the Community Safety Partnership (CSP) and there are obvious overlaps in relation to safeguarding children as a high proportion of children living in households where domestic abuse occurs. This is a key focus, jointly with the CSP.
Assurance Area 3: The Safeguarding Elements of Emotional Health and Wellbeing	The Emotional Health and Wellbeing Partnership has continued to act as the 'expert reference group' under the 0-25 Board and they will provide the assurance to the Safeguarding Partnership. Child Protection Plans for emotional abuse; self-harm A&E admissions and mental ill-health are key elements of safeguarding children.

Section 3 Glossary

CAFAS	Children and Family Assessment
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CDA	Children's Domestic Abuse
CDOP	Child Death Overview Panel
CEOP	Child Exploitation and Online Protection
CIN	Children in Need
CME	Children Missing Education
CPP	Child Protection Plan
CQC	Care Quality Commission
CRC	Community Rehabilitation Company
CSA	Child Sexual Abuse
CSC	Children's Social Care
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
CWD	Children with Disabilities
CYPTB	Children and Young Peoples Trust Board
DA	Domestic Abuse
DASH	Domestic Abuse, Stalking and Honour Based Violence
DHR	Domestic Homicide Review
EHE	Elective Home Education
EHWB	Emotional Health and Wellbeing Board
EIP	Early Intervention and Prevention
FGM	Female Genital Mutilation
GCP	Graded Care Profile
GM	Greater Manchester
GMCA	Greater Manchester Combined Authorities
GMMH	Greater Manchester Mental Health NHS Foundation Trust
GMP	Greater Manchester Police
HWB	Health and Wellbeing Board
JSNA	Joint Strategic Needs Assessment
JTAI	Joint Targeted Area Inspection
LA	Local Authority
LAC	Looked After Child(ren)
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-agency Risk Assessment Conference
MARAM	Multi-agency Risk Assessment Model
MFH	Missing from Home
NICE	National Institute for Clinical Excellence
NPS	National Probation Service
OCG	Organised Crime Group
PCSO	Police Community Support Officer
PRU	Pupil Referral Unit
SCR	Serious Case Review
SEN	Special Educational Needs
SRFT	Salford Royal Foundation Trust
SSAB	Salford Safeguarding Adult Board
SUDC	Sudden Unexpected Death in Infancy
TDAB	Tackling Domestic Abuse Board
YPDAM	Young Peoples Domestic Abuse Meeting
YPP	Young Person's Plan
YPVA	Young Person Violence Advisor



Appendix 1: Board Membership 2018-19

Chair		
Westwood, Simon	Independent Chair	Salford Safeguarding Children Board
Vice Chair		
Thorpe, Francine	Director of Quality & Innovation	NHS Salford Clinical Commissioning Group
Statutory Members		
Armfield, Karen	Head Teacher	Boothstown Methodist Primary School
Blackburn, Deborah	Assistant Director: Public Health Nursing	Salford City Council
Buckley, Cathryn	Head of Adult and Child Safeguarding,	GM Mental Health Foundation Trust
Buckley, Danielle	Community Director	Cheshire & Greater Manchester Community Rehabilitation Company
Dixit, Kalpesh	Designated Doctor	NHS Salford Clinical Commissioning Group
Ford, Emma	Head of Safeguarding and Quality Assurance	Salford City Council
Hassall, Anthony	Chief Accountable Officer	NHS Salford Clinical Commissioning Group
Hubber, Sharon	Assistant Director Specialist Services	Salford City Council
Hulme, Michelle	Service Manager	CAFCASS
Kelly, Clare	Assistant Director of Nursing Services for Safeguarding	Salford Royal Foundation Trust
Millington, Howard	Superintendent	GMP, Salford Division
Patel, Andrea	Designated Nurse Safeguarding & Looked After Children	NHS Salford Clinical Commissioning Group & representing NHS England
Ramsden, Charlotte	Director for Children's and Adult Services	Salford City Council
Seale, Manjit	Assistant Chief Executive	National Probation Service
Non-statutory Members		
Lay, Mick	Independent Chair	Bolton, Salford & Wigan CDOP
Warburton, Michelle	Representative	Salford CVS
Sub Group Chairs		
Canning, Steven	Service Manager	Salford City Council
Packer, Christopher	Detective Chief Inspector	Greater Manchester Police
Rogers, Polly	Skills and Work Officer	Salford City Council
Rumley, Tim	Senior Youth Service Manager	Salford City Council
Advisors to the Board		
Ashton, Lorraine	Solicitor, Legal Section	Salford & Manchester Councils
Burfitt, Elaine	Named Doctor for Safeguarding	Salford Royal Foundation Trust
SSCB Officers		
Barrett, Lindsay	Training Officer	Salford Safeguarding Children Board
Begum, Shahanara	Training Coordinator	Salford Safeguarding Children Board
Bentley, Vivienne	Senior Business Support Officer	Salford Safeguarding Children Board
Hulme, Debbie	Administration Assistant	Salford Safeguarding Children Board
Slack, Tiffany	Board Business Manager	Salford Safeguarding Children Board
Participating Observers		
Cllr Stone, Lisa	Lead Member for Children's Services	Salford City Council
Cllr Walsh, John	Executive Support for Education & Learning	Salford City Council
Lay Member		
Rabbi Grant, Simon	Director of Community Services	Binoh of Manchester



Appendix 2: Board Structure 2018-2019

Salford Safeguarding Children Board Independent Chair
Coordination and Delivery Group Chair: Assistant Director Salford Children's Services

SSCB Sub Groups

Education Chair: Head Teacher (SCC)	Case Review and Audit Chair: Head of Safeguarding (SCC)
Learning and Improvement - Performance and QA Chair: Designated Nurse Safeguarding Children & Looked After Children (CCG) (Joint with CYPTB, led by SSCB)	
Strategic Training Chair: Voice and Influence Manager (CVS)	Sexual Abuse and Exploitation Chair: Detective Chief Inspector (GMP)

Joint or Shared Sub Groups

Voice of the Child Chair: Senior Youth Work Manager (led by CYPTB)	CDOP Chair: Independent (led by Bolton LSCB)
---	---

Reference Groups/ Critical Friends

Practitioner Forum Chairs: Skills and Work Officer (SCC)
--

SSCB Task and Finish Groups

Children's Domestic Violence Chair: Head of Safeguarding (SCC) (led by CSP)	Neglect Chair: Service Manager (SCC)
Complex Safeguarding Chair: Assistant Director Public Health Nursing (SCC)	
Complex Safeguarding Chair: Assistant Director Public Health Nursing (SCC)	Communication, Engagement and Awareness Chair: Assistant Director Public Health Nursing (SCC)



Appendix 3: Budget 2018-2019

Income 2018-2019		Expenditure 2018-2019	
£		£	
Salford City Council	151,383	Staffing	173,496
Health	91,197	Training	1,100
GMP	13,500	Office Expenses	18,754
Probation	4,690	Professional Fees	98,988
Department of Education	50,000		
CAFCASS	550	Other staff related costs	2,438
Other (Non-Attendance)	1,600		
Total	312,920	Total	294,777
Balance B/fwd into 2018/19 38,978		Balance C/fwd into 2019/20 57,122	

Staffing Costs

Training Coordinator 1.0 FTE	
Training Officer 0.5	
Senior Support Officer 1.0 FTE	
Business Manager 1.0 FTE	
Administrative Assistant 1.0 FTE	
Total	£173,496

Professional Fees

Serious Case Reviews	£14,419
CDOP	£14,569
Independent Chair	£17,500
Early Adopter Programme*	£50,000
Other Professional Fees	£2,500
Total	£98,988

* The board was awarded a grant of £50,000 by the Department of Education which was fully spent during the year